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# **U.S. ARMY COMMUNICATIONS - ELECTRONICS COMMAND**

**FORT MONMOUTH, NEW JERSEY**

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## **BEST VALUE ACQUISITION SYMPOSIUM AND CONTINUOUS ACQUISITION AND LIFE CYCLE SUPPORT (CALs) UPDATE**

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**SHERATON EATONTOWN HOTEL  
AND CONFERENCE CENTER**

**NOVEMBER 17-18, 1993**



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**We hope that the above publication proves beneficial to your long-range planning efforts. If you have any additional questions and/or suggestions, please contact the Program Analysis and Evaluation Directorate, AMSEL-PE-OD, ATTN: Mari Aufseeser, (908) 532-5054.**

ADVANCE PLANNING BRIEFING FOR INDUSTRY  
BEST VALUE ACQUISITION SYMPOSIUM  
AND  
CONTINUOUS ACQUISITION AND LIFE CYCLE SUPPORT (CALS)  
UPDATE

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ADVANCE PLANNING BRIEFING FOR INDUSTRY  
BEST VALUE ACQUISITION SYMPOSIUM  
AND  
CONTINUOUS ACQUISITION AND LIFE CYCLE SUPPORT (CALS)  
UPDATE

MEETING CHAIRMAN  
MR. EDWARD G. ELGART  
DIRECTOR, C3I ACQUISITION CENTER

AGENDA

WEDNESDAY, NOVEMBER 17, 1993

- 0700 REGISTRATION
- 0930 ADMINISTRATIVE REMARKS  
Mr. John J. Goodbody  
C3I Acquisition Center, CECOM
- 0940 WELCOMING REMARKS/CECOM ACQUISITION INITIATIVES  
Mr. Edward G. Elgart  
Director, C3I Acquisition Center, CECOM
- 0950 WHAT IS BEST VALUE  
Mr. Thomas D. Carroll  
Legal Office, CECOM
- 1010 BEST VALUE FROM THE PEO'S PERSPECTIVE  
BG David R. Gust  
Program Executive Officer, Communications Systems
- 1030 CONCURRENT ENGINEERING IN CECOM/REQUEST FOR PROPOSALS  
Mr. Gerald O. Stoops  
Product Integrity and Production Engineering Directorate, CECOM
- 1050 RISK IDENTIFICATION & ABATEMENT  
Mr. Dennis J. Turner  
Software Engineering Directorate, CECOM  
Mr. Robert A. Hofmann  
Test & Evaluation Directorate, CECOM
- 1115 QUESTION AND ANSWER PERIOD
- 1130 LUNCH

1245 COST/SCHEDULE CONTROL SYSTEMS CRITERIA (C/SCSC) IN BEST VALUE CONTRACTING

Mr. Jeffery Bongard  
Directorate for Resource Management, CECOM

1305 PERFORMANCE RISK ANALYSIS GROUPS

Ms. Wendy J. McCutcheon and Mr. Dennis J. Bradley  
C3I Acquisition Center, CECOM

1340 SOURCE SELECTION

Mr. John J. Goodbody  
C3I Acquisition Center, CECOM

1400 QUESTION AND ANSWER PERIOD

1410 BREAK

1430 MOCK SOURCE SELECTION: COMPARING THE PROPOSALS AND SELECTING THE WINNER

Mr. Larry A. Asch  
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Mr. Mark A. Sagan  
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Mr. Mack R. Farr  
PM, Night Vision and Electro Optics

Mr. John E. Gault  
Product Integrity and Production Engineering Directorate,  
CECOM

Ms. Yvonne H. Bova  
C3I Acquisition Center, CECOM

1530 BALLOT COLLECTION AND TABULATION

1545 CONCLUSION OF MOCK SOURCE SELECTION

MG Otto J. Guenther  
Commanding General, CECOM

1600 EXECUTIVE PANEL

MG Otto J. Guenther  
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Mr. Edward G. Elgart  
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Mr. Colin F. MacDonnell, Jr.  
Director, C3I Logistics & Readiness Center, CECOM

Mr. Robert B. Saphro  
Chief Counsel, Legal Office, CECOM

1645 CLOSING REMARKS

MG Otto J. Guenther  
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1715 RECEPTION

THURSDAY, NOVEMBER 18, 1993

0800 OPENING REMARKS

Mr. Edward G. Elgart  
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0810 INTRODUCTION TO CONTINUOUS ACQUISITION & LIFE  
CYCLE SUPPORT (CALs)

Mr. James J. Barbarello  
CALs Executive, Product Integrity and Production Engineering  
Directorate, CECOM

0815 STRATEGIC VISION FOR CALs AT CECOM

Mr. Richard L. Uldrich  
CECOM CALs SUPPORT OFFICE

0830 INTEGRATED WEAPON SYSTEM DATABASE AND DATA STANDARDS APPLICATION

Ms. Patricia Silver  
CECOM CALs SUPPORT OFFICE



0845 CECOM INFRASTRUCTURE  
Mr. Raymond R. Russomano  
Directorate for Corporate Information, CECOM

0905 TECHNICAL MANUALS  
Mr. Frederick L. Loeser  
Logistics and Maintenance Directorate, CECOM

0925 LOGISTICS SUPPORT ANALYSIS  
Mr. George P. Welsch  
Logistics and Maintenance Directorate, CECOM

0945 QUESTION AND ANSWER PERIOD

0955 BREAK

1015 DRAWINGS  
Mr. Richard Scarinzi  
Product Integrity and Production Engineering Directorate,  
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1035 DIGITAL MASTER PATTERNS  
Mr. John P. Myer  
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1050 FLEXIBLE COMPUTER INTEGRATED MANUFACTURING  
Mr. Gary H. Salomon  
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1110 ELECTRONIC BULLETIN BOARD SYSTEM  
Mr. Roger S. Berger  
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1130 AN/VRC-12 SPARES BUY LESSONS LEARNED  
Mr. James J. Barbarello  
CALs Executive, Product Integrity and Production Engineering  
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1145 QUESTION AND ANSWER PERIOD

1200 CLOSING REMARKS  
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# • WHAT IS BEST VALUE? •

THOMAS D. CARROLL  
LEGAL OFFICE

UNCLASSIFIED

# ACQUISITION UNIVERSE

## FAR PART 6

### COMPETITIVE PROCEDURES

#### SEALED BIDDING

1. CONVENTIONAL

2. TWO-STEP

#### NEGOTIATION

1. CONVENTIONAL

2. TWO-STEP

3. FOUR-STEP

### OTHER THAN COMPETITIVE PROCEDURES

1. ONE/LIMITED SOURCE

2. URGENCY

3. MOBILIZATION

4. INT'L AGREEMENT

5. REQUIRED BY STATUTE

6. NATIONAL SECURITY

7. PUBLIC INTEREST

- **EVERY COMPETITIVE SOLICITATION HAS A "BASIS FOR AWARD"**

- \* **THE BASIC RULE USED TO DETERMINE THE WINNER**

- **THREE COMMON TYPES:**

- \* **LOWEST RESPONSIVE RESPONSIBLE BID**

- \* **LOWEST COST/PRICE ACCEPTABLE PROPOSAL**

- \* **"BEST VALUE"**





# DEFINITION

## BEST VALUE

- ANY BASIS FOR AWARD WHICH STATES THAT FACTORS IN ADDITION TO COST/PRICE WILL BE CONSIDERED IN SOME RELATIVE ORDER OF IMPORTANCE TO DETERMINE THE WINNING PROPOSAL

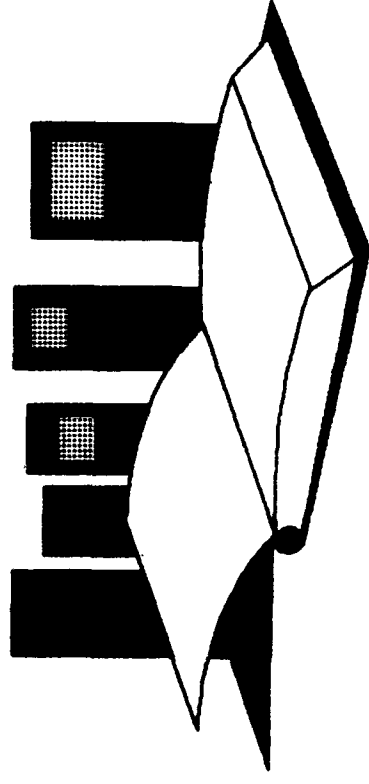
### BEST VALUE

ANY BASIS FOR AWARD WHICH STATES THAT FACTORS IN ADDITION TO COST/PRICE WILL BE CONSIDERED IN SOME RELATIVE ORDER OF IMPORTANCE TO DETERMINE THE WINNING PROPOSAL

# EFFECT ON ACQUISITION

ALLOWS THE GOVERNMENT THE DISCRETION TO DETERMINE WHICH PROPOSAL OFFERS THE BEST CHANCE OF SUCCESSFULLY MEETING THE SOLICITATION'S REQUIREMENTS

- LOWEST COST/PRICE PROPOSAL DOES NOT NECESSARILY WIN
- THE GOVERNMENT MAY DECIDE THAT ADVANTAGEOUS ASPECTS OF A PARTICULAR PROPOSAL ARE WORTH THE EXTRA MONEY IT WILL COST



# ● ● FRAMEWORK

- CONVENTIONAL NEGOTIATION PROCESS
- PROPOSAL EVALUATION vs. SOURCE SELECTION
  - SOURCE SELECTION PLAN
  - SOURCE SELECTION ORGANIZATION

# ● ● CONVENTIONAL NEGOTIATION PROCESS

- ESTABLISH THE REQUIREMENT
- PREPARE THE ACQUISITION PLAN
- PREPARE THE SOURCE SELECTION PLAN
- PREPARE AND ISSUE THE SOLICITATION
- RECEIVE PROPOSALS - TECHNICAL, PERFORMANCE RISK, COST AND ANY OTHER FACTORS THAT ARE BEING EVALUATED
- CONDUCT INITIAL PROPOSAL EVALUATION - ALL FACTORS
- ESTABLISH COMPETITIVE RANGE (ELIMINATE NON-COMPETITIVE PROPOSALS FROM FURTHER CONSIDERATION)

# ● ● CONVENTIONAL NEGOTIATION PROCESS

- CONDUCT "MEANINGFUL" DISCUSSIONS - ALL FACTORS
- CONDUCT INTERIM PROPOSAL EVALUATION(S)
- RE-ASSESS COMPETITIVE RANGE
- REQUEST BEST AND FINAL OFFER
- CONDUCT FINAL PROPOSAL EVALUATION
- SOURCE SELECTION
- AWARD
- DEBRIEF UNSUCCESSFUL OFFERORS

# DEFINITIONS

## PROPOSAL EVALUATION -

- EXAMINATION OF THE MERITS OF EACH PROPOSAL AGAINST THE REQUIREMENTS OF THE SOLICITATION AND RATING THE FACTORS AND SUBFACTORS

## SOURCE SELECTION -

- COMPARING THE EVALUATED MERITS OF EACH PROPOSAL AGAINST THOSE OF THE OTHER PROPOSALS, USING THE ESTABLISHED WEIGHTS OF THE FACTORS AND SUBFACTORS, AND SELECTING THE PROPOSAL JUDGED TO REPRESENT THE "BEST VALUE" TO THE GOVERNMENT

# • SOURCE SELECTION PLAN •

- FACTORS

- WEIGHTS

- CRITERIA

- RATING SCHEME

- PROPOSAL INSTRUCTIONS

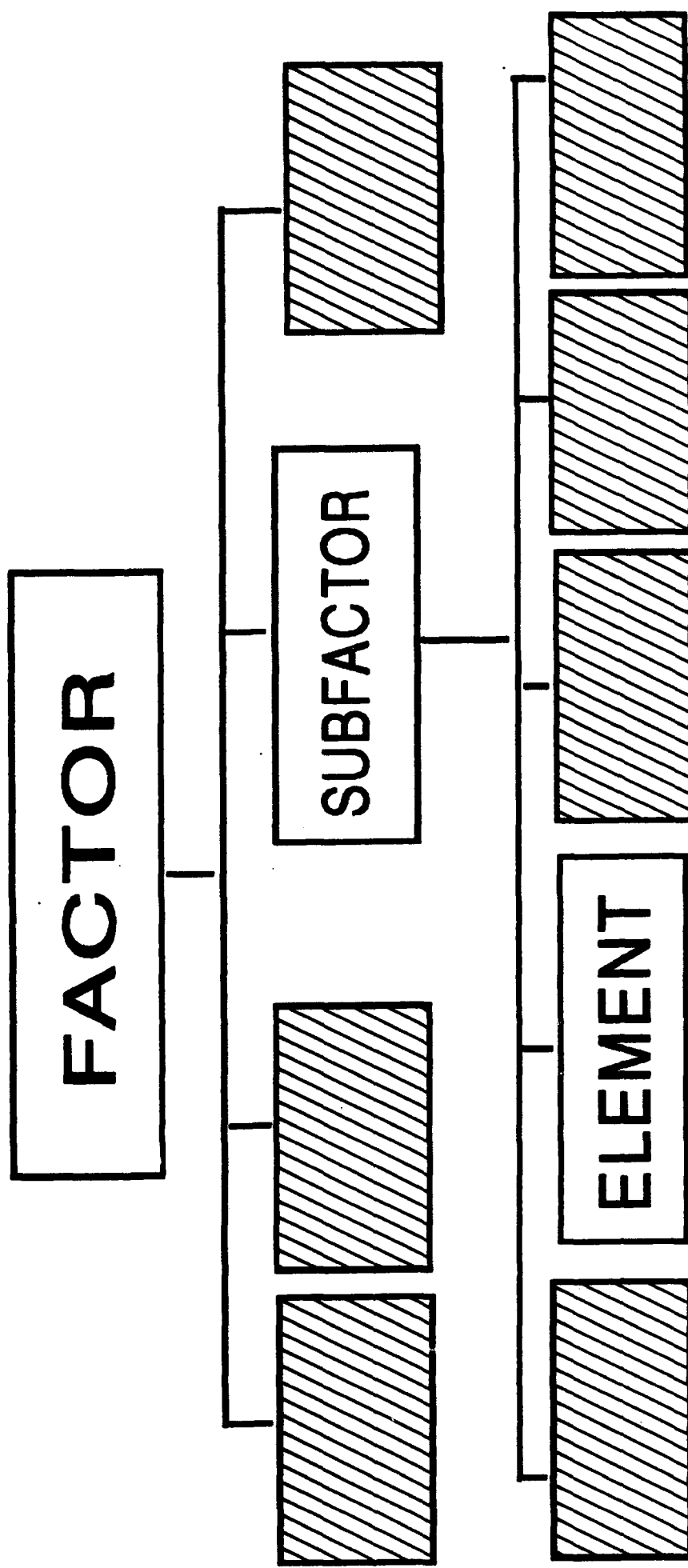
# FACTORS

- AREAS THAT WILL BE EVALUATED
- RELATE TO THE REQUIREMENT
- VARY FROM PROCUREMENT TO PROCUREMENT
- ONLY CHOOSE "DISCRIMINATORS"

\* DETERMINANT    vs    IMPORTANT



# EXAMPLE



# WEIGHTS

• THE MEANS USED TO GAUGE THE IMPORTANCE OF  
THE FACTORS AND SUBFACTORS RELATIVE TO EACH  
OTHER

\* WORDS RATHER THAN PERCENTAGES

• FACTORS AND SUBFACTORS REPRESENTING  
THE PRIMARY OBJECTIVES OF THE  
PROCUREMENT WILL CARRY THE MOST  
WEIGHT

\* WILL "DRIVE" THE SOURCE SELECTION

# CRITERIA

- "YARDSTICKS" OR "STANDARDS" FOR EACH FACTOR AND SUBFACTOR
- USED AS A MEASUREMENT GUIDE FOR PROPOSAL EVALUATION
- MAY BE QUALITATIVE OR QUANTITATIVE BY EVALUATOR
- EVERY CRITERION REQUIRES A SUBJECTIVE JUDGEMENT

# **RATINGS**

**END RESULT OF PROPOSAL EVALUATION**

- **EACH FACTOR AND SUBFACTOR IS "RATED"**
- **INDICATES MERITS OF PROPOSAL**

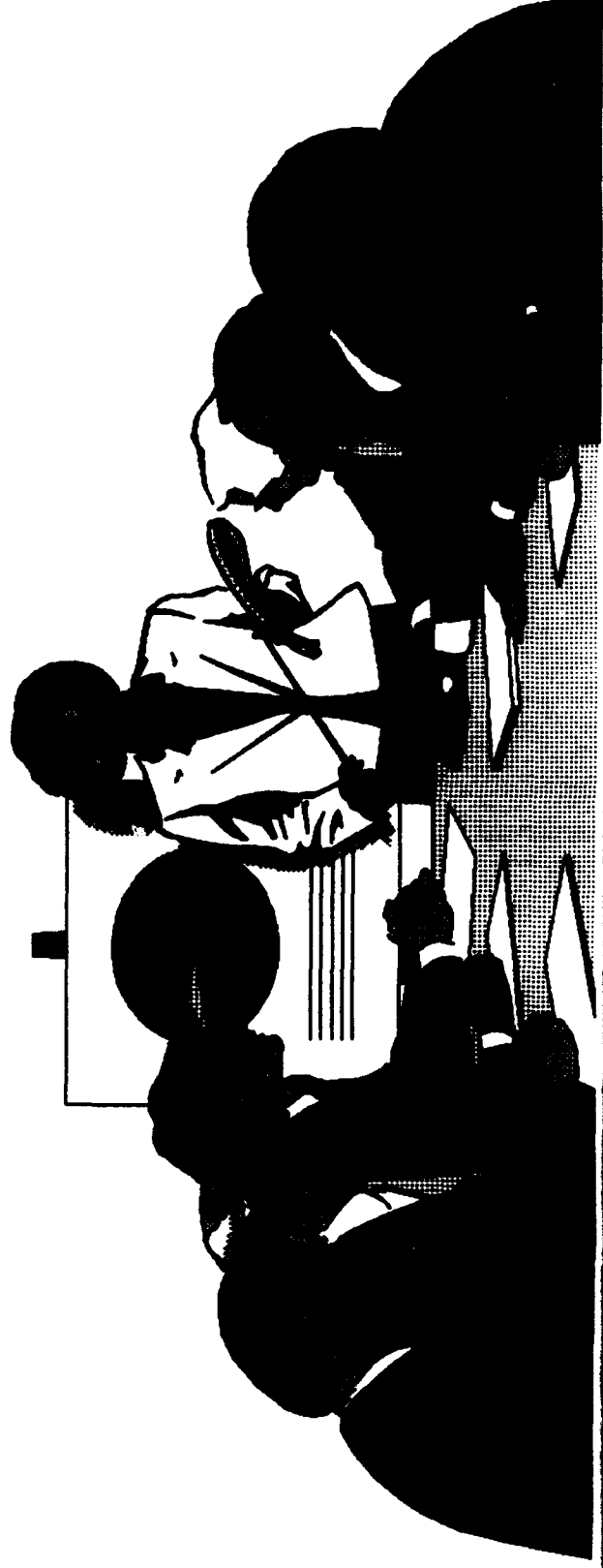
**COMMON METHODS:**

- **ADJECTIVAL RATINGS**
- **NARRATIVE STATEMENTS**
- **COLOR CODING**
- **NUMERICAL SCORING**

# • • PROPOSAL INSTRUCTIONS •

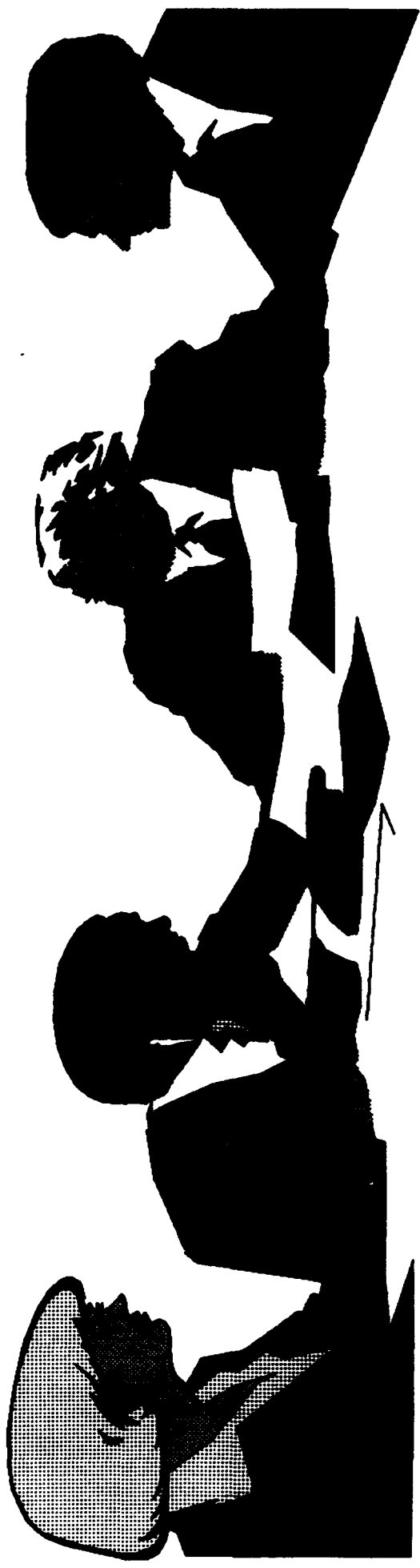
TELLS OFFERORS:

- WHAT INFORMATION TO SUBMIT IN THEIR PROPOSALS
- WHAT FORMAT TO SUBMIT THE INFORMATION IN



# THE ORGANIZATION

- SOURCE SELECTION AUTHORITY (SSA)
- SOURCE SELECTION ADVISORY COUNCIL (SSAC)
- SOURCE SELECTION EVALUATION BOARD (SSEB)



# ROLES

SSEB - EVALUATES

SSAC - COMPARES

SSA - DECIDES



# ● ● BOTTOM LINE ●

## ● THE "BEST VALUE" DECISION IS JUDGEMENTAL

- \* SSA HAS BROAD DISCRETION IN MAKING THE JUDGEMENT
- \* THE JUDGEMENT MUST HAVE A RATIONAL BASIS
- \* "GOOD JUDGEMENT" RATHER THAN THE "PERFECT DECISION" IS THE KEY
- \* DECISION MUST BE CONSISTENT WITH THE SOLICITATION
  - ▶ FACTORS AND SUBFACTORS SPECIFIED IN THE SOLICITATION
  - ▶ RELATIVE WEIGHTS AS EXPRESSED IN THE SOLICITATION



# • • THOUGHT PROCESS

- FOR EACH PROPOSAL, ESTABLISH A CLEAR UNDERSTANDING OF:
  - \* WHAT THE FACTOR AND SUBFACTOR RATINGS ARE AND WHY
  - \* WHAT THE REALISTIC COST FIGURES ARE AND WHY
- COMPARE THE MERITS (ADVANTAGES AND DISADVANTAGES) AND THE COSTS OF THE COMPETING PROPOSALS
- APPLY THE RELATIVE WEIGHTS OF THE FACTORS AND SUBFACTORS AS EXPRESSED IN THE SOLICITATION
- MAKE THE "BEST VALUE" DECISION

# NOTES

●  
●  
**CONCURRENT ENGINEERING (CE)  
IN CECOM  
REQUEST FOR PROPOSALS (RFPS)**

**GERALD O. STOOPS  
DIRECTOR**

**PRODUCT INTEGRITY & PRODUCTION ENGINEERING**

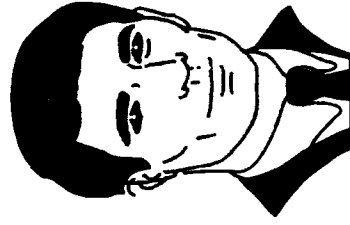
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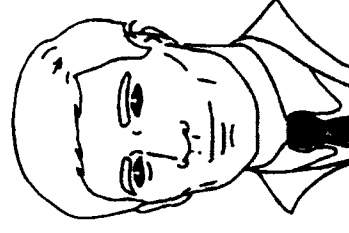
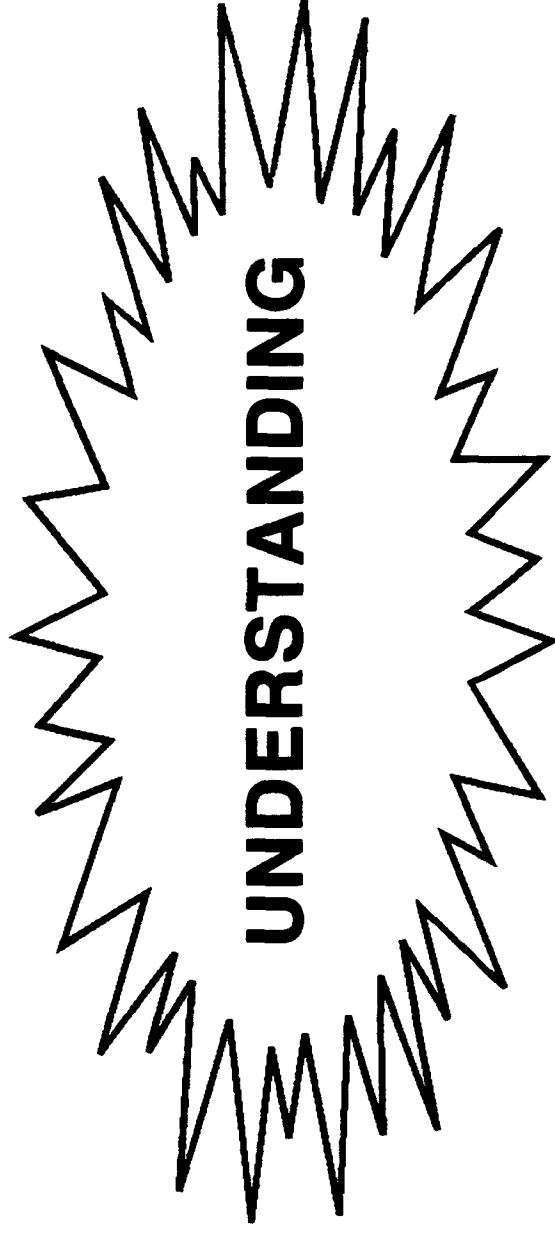
# AT CECOM, CE IS

---

- CONSIDERED FOR USE IN ALL MAJOR RFPS
- A SIGNIFICANT SOURCE SELECTION CONSIDERATION
- A BENEFICIAL WAY OF DOING BUSINESS:
  - "WHAT", NOT "HOW TO"
  - POSSIBLE ALTERNATIVE BUSINESS METHODS
  - REDUCED CECOM RESOURCE REQUIREMENTS



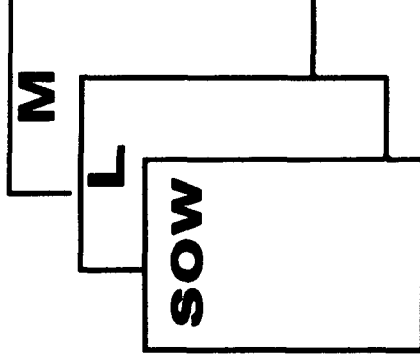
UNDERSTANDING



# THE THREE RFP COMPONENTS

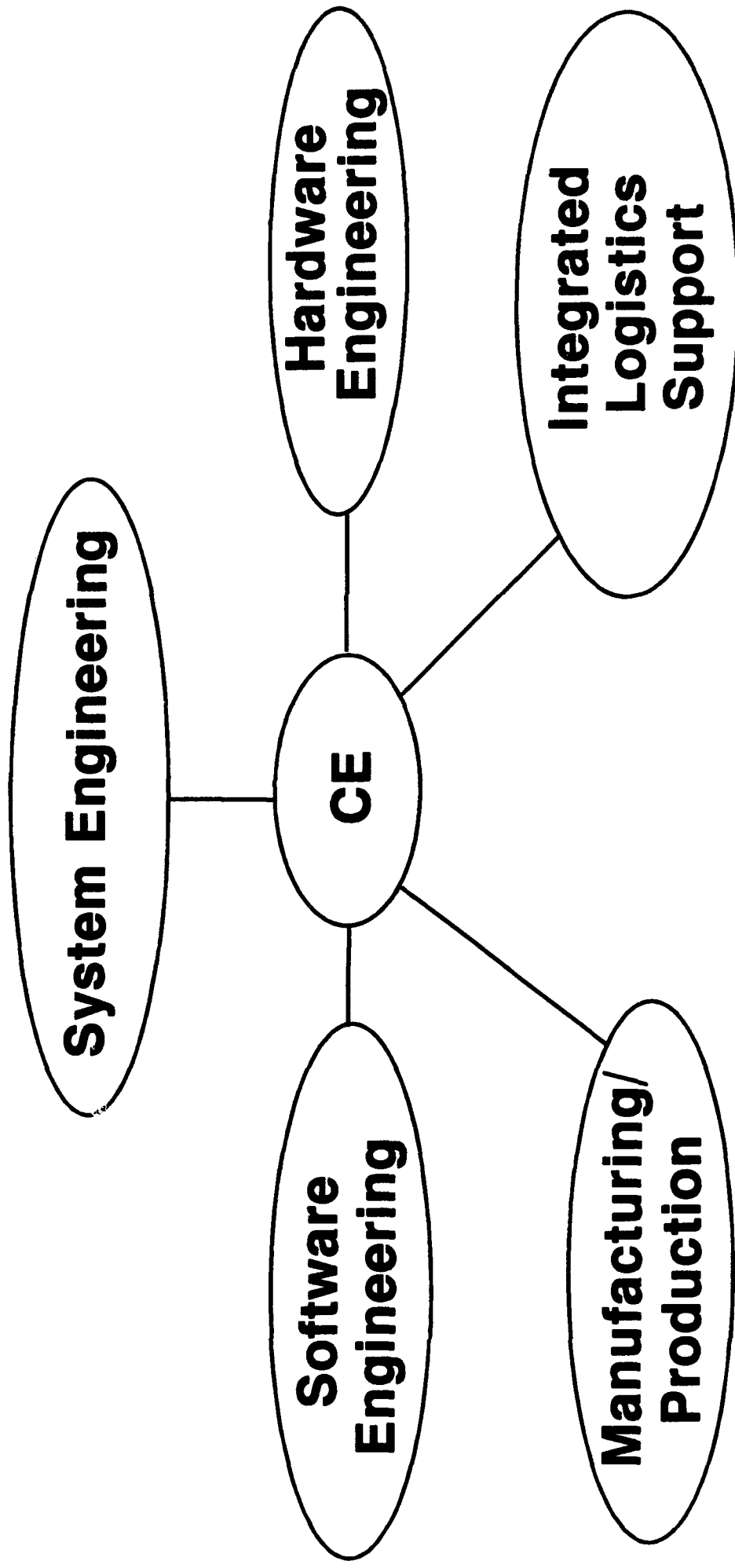
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- **TECHNICAL REQUIREMENTS**  
The Statement of Work (SOW)
- **PROPOSAL REQUIREMENTS**  
Section L
- **EVALUATION CRITERIA**  
Section M



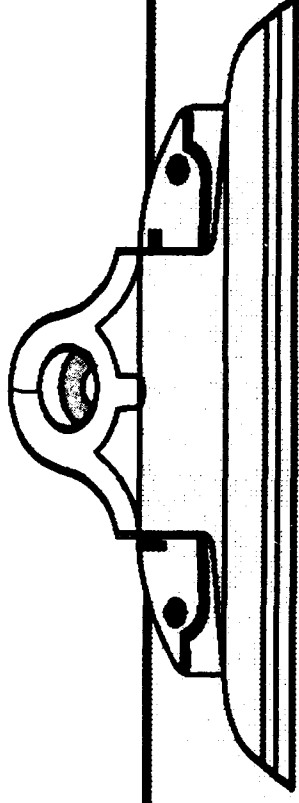
# THE SOW

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**PROCESSES VALIDATED  
CONCURRENT WITH DESIGN**

# THE SOW (continued)



## Program Plan

- ALL PROGRAM DISCIPLINES INTERACT
- PROCESSES COMPATIBLE, AVAILABLE, VALIDATED AND DOCUMENTED
- CRITICAL EVENTS IDENTIFIED
- PROGRAM STATUS VISIBILITY ENSURED
- GOVERNMENT OVERVIEW FACILITATED

# • SECTION L •

---



**WHAT**      will be done

**WHO**      will do it

**HOW**      will it be done

**HOW**      will it be managed

**WHAT**      will be the schedule

**APPROACH NOT MANDATED**



# SECTION M

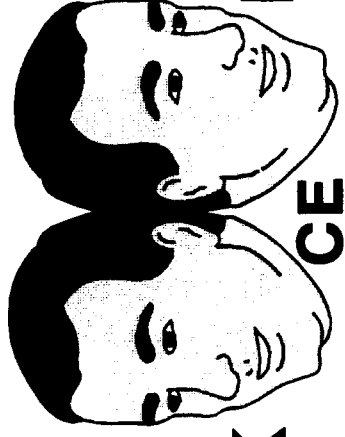
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- EVALUATION CONSIDERATIONS:
  - CORPORATE STRUCTURE & COMMITMENT
  - AVAILABLE & PLANNED TRAINING
  - USE OF CE TOOLS
  - CURRENT & PLANNED TEAMING MECHANISMS
  - CURRENT & PLANNED INFORMATION SHARING MECHANISMS

# ● SECTION M (Continued) ●

---

- EXAMPLES OF PAST, SUCCESSFUL CE APPLICATION WILL BE ASSESSED BY THE PERFORMANCE RISK ANALYSIS GROUP (PRAG)



**PROPOSAL RISK**

**PERFORMANCE RISK**

# WHAT WE LOOK FOR

---

**TEAMING  
MECHANISMS**

**TEAM  
TRAINING**

**MANAGEMENT  
COMMITMENT**

**CE  
TOOLS**

**CONCURRENT PRODUCT  
and PROCESS DESIGN**

**CRITICAL EVENT  
IDENTIFICATION  
PROCESS**

**CUSTOMER/SUPPLIER  
INTERACTION**

**GOVERNMENT/  
CONTRACTOR  
INTERACTION**

# • WHAT YOU NEED TO DO •

---

- UNDERSTAND THE CE SOW
- IMPLEMENT CE IN YOUR NORMAL BUSINESS PROCESS
- ADDRESS CE REQUIREMENTS SPECIFICALLY
- USE CE TO BE MORE COMPETITIVE IN TODAY'S BEST VALUE ENVIRONMENT



# NOTES

# **RISK IDENTIFICATION & ABATEMENT**

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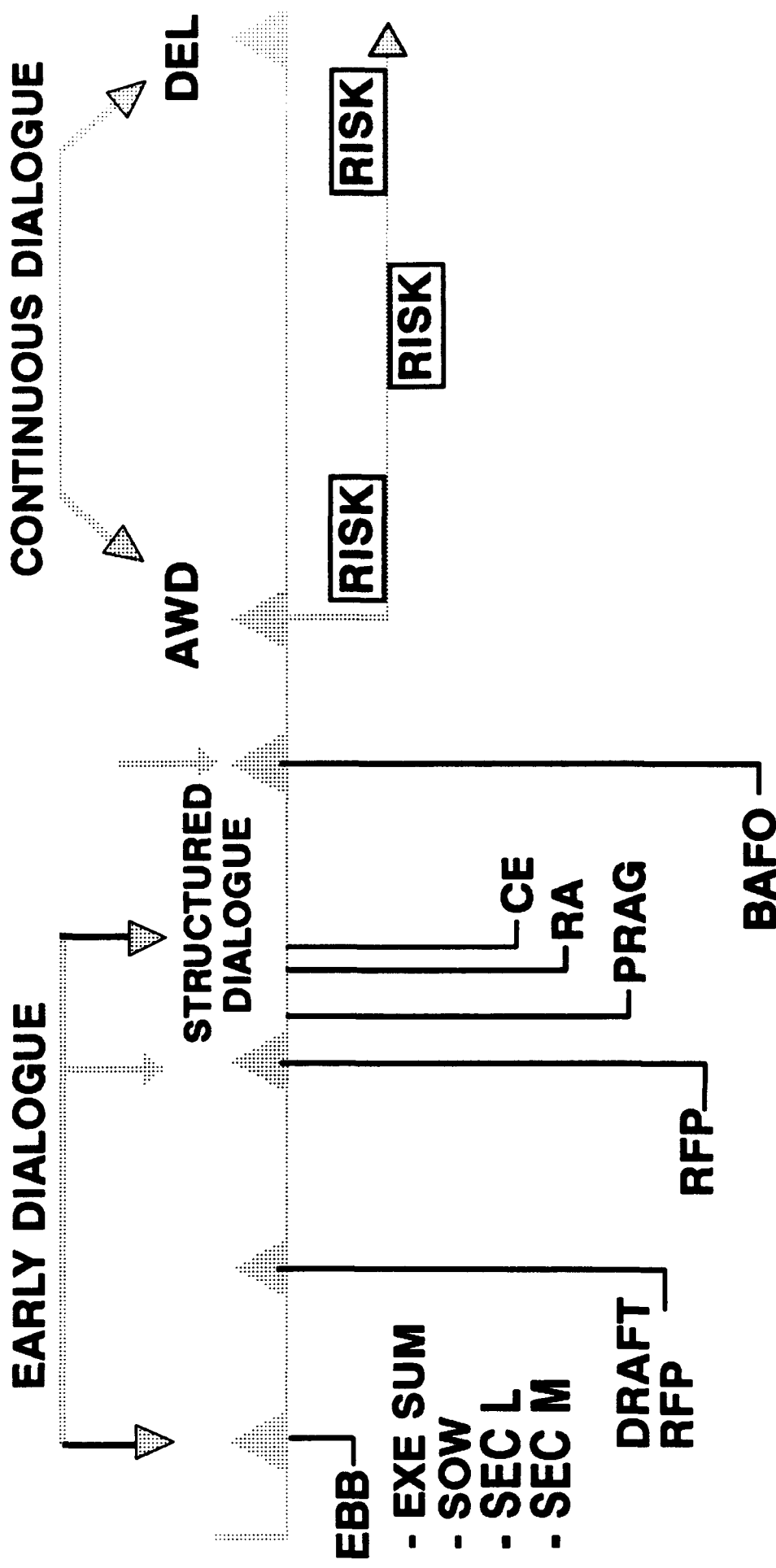
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# **EMPHASIZING RISK IDENTIFICATION AND ABATEMENT**

- **MOTIVATION:**
  - EXPERIENCE HAS SHOWN THAT MOST OF OUR "HORROR STORIES" COULD HAVE BEEN AVOIDED HAD MORE EFFECTIVE RISK MANAGEMENT BEEN EMPLOYED
  - CONSERVATION OF (SCARCE) RESOURCES SUGGESTS AN EMPHASIS ON "RISK AREAS" NOT "SAFE ZONES"
- **SOLUTION:**
  - **IN SOURCE SELECTION:**
    - ASK OFFERORS TO IDENTIFY RISKS (PRODUCT AND PROCESS) AND THEIR PLANS TO MANAGE THEM
    - EVALUATE PROPOSALS BASED ON THE THOROUGHNESS AND ACCURACY OF THE INFORMATION PROVIDED
    - TAKE INTO ACCOUNT IN THE SOURCE SELECTION DECISION
    - INCLUDE RISK ABATEMENT PLAN IN THE RESULTANT CONTRACT
  - **IN CONTRACT MANAGEMENT:**
    - PROVIDE FINANCIAL REWARD FOR SUCCESSFUL RISK ABATEMENT

**WE WILL INCREASE OUR EMPHASIS ON RISK MANAGEMENT  
AND REWARD SUCCESSFUL RISK MITIGATION**

# CONCEPTS



MANAGE RISK AGAINST KR'S PLAN

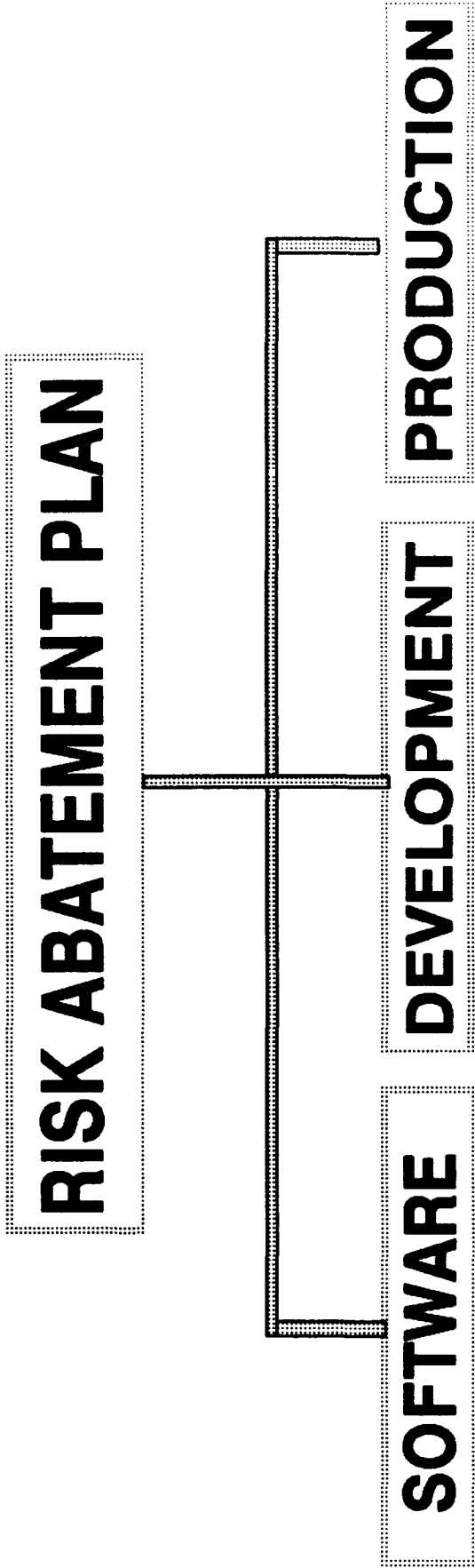


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- 

# RISK ABATEMENT PROGRAM PLAN

---

***\*SAMPLE PLAN\****

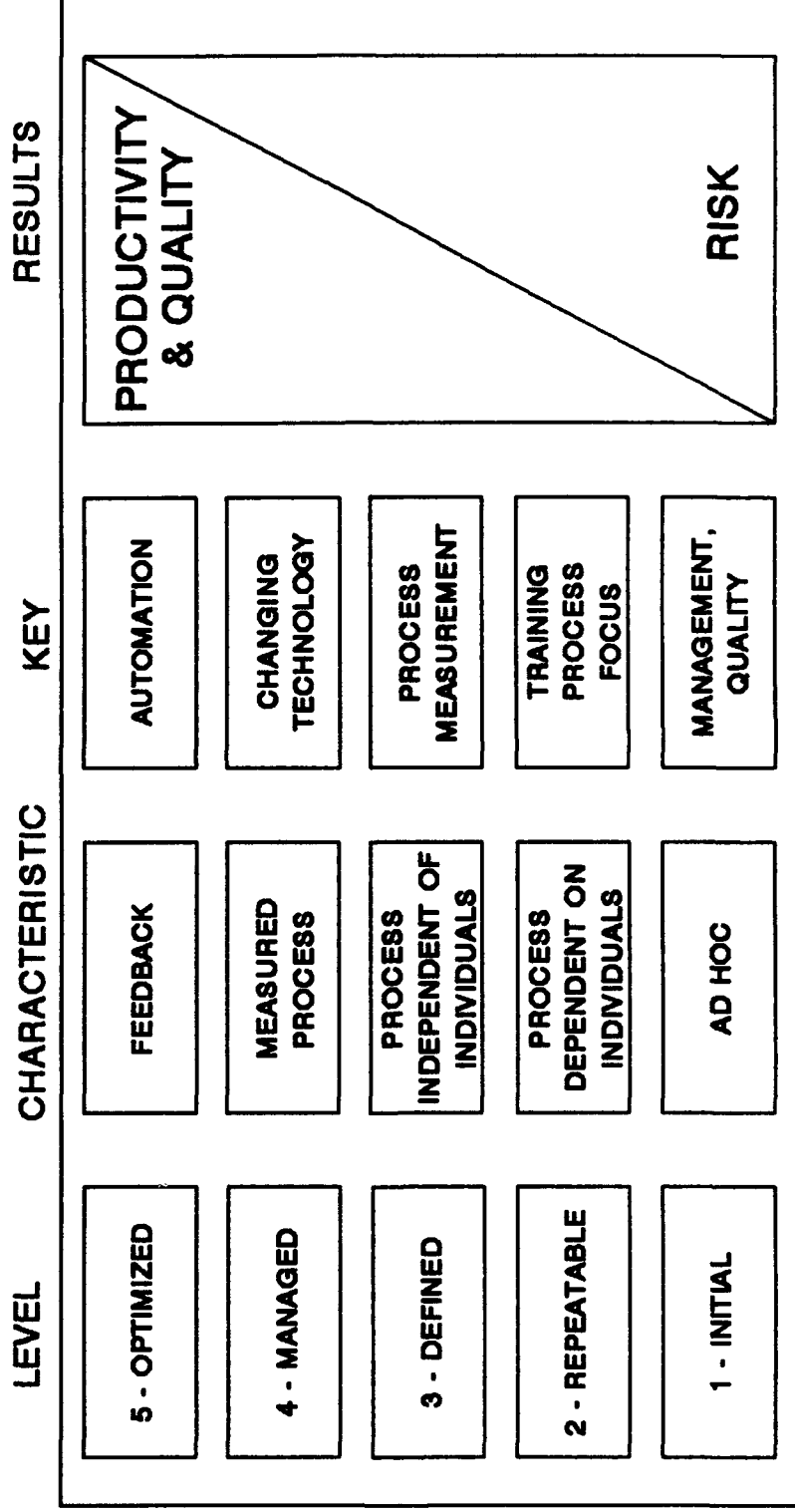


# **SOME SOFTWARE RISK ABATEMENT OPPORTUNITIES**

- **PROCESS MATURITY**
- **ARCHITECTURE**
- **DOCUMENTATION**
- **TAILORING CONTRACT TYPES**

**BOTH GOVERNMENT AND INDUSTRY  
MUST PLAY A ROLE**

# SOFTWARE PROCESS MATURITY (SEI FRAMEWORK)



**INDUSTRY MUST UNDERSTAND THAT PROCESS MATURITY  
AND PROCESS IMPROVEMENT ARE IMPORTANT TO US!**

# **SOFTWARE PROCESS MATURITY**

## **(Continued)**

- **IN SOURCE SELECTION:**
  - **EVALUATE PROCESS RISK OF OFFERORS**
  - **TIE PROCESS RISK EVALUATION TO SOURCE SELECTION DECISION**
- **DURING CONTRACT EXECUTION:**
  - **MONITOR IMPLEMENTATION OF RISK ABATEMENT PLANS**
  - **REWARD SUCCESSFUL RISK MITIGATION**

# **SOFTWARE ARCHITECTURE**

**PROVIDES THE BASIS FOR:**

- EVOLUTION (OVER A LONG PERIOD OF TIME)**
  - REUSE**
    - CAPTURE OF EXISTING SOFTWARE**
    - DEVELOPMENT OF NEW SOFTWARE**
- TO ACCOMMODATE THE NEEDS OF A "FAMILY"**

**ROBUST/FLEXIBLE ARCHITECTURES  
ARE NEEDED FOR THE FUTURE**

# **SOFTWARE ARCHITECTURE**

## **(Continued)**

**WE WILL:**

- **FOCUS ON DOMAIN ARCHITECTURES**
- **EMPHASIZE SOFTWARE ARCHITECTURE IN SOURCE SELECTION AND CONSIDER THE EXTENT TO WHICH PROPOSED APPROACHES ACCOMMODATE OUR CONCERNS FOR REUSE AND EVOLUTION**

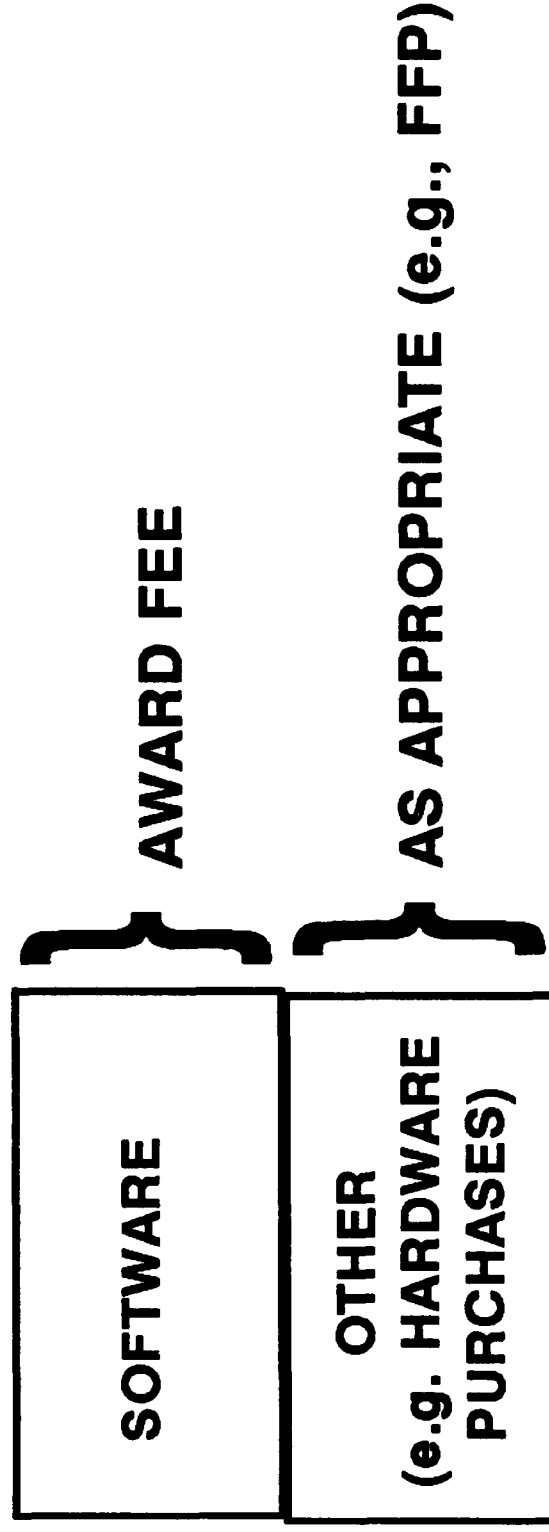
**ARCHITECTURE MUST BE  
ADDRESSED IN PROPOSALS**

# ● ●

## TAILORING CONTRACT TYPES: HYBRID CONTRACTS

- IN SITUATIONS WHERE WE NEED A CONTRACT FOR SOFTWARE DEVELOPMENT AND OTHER PRODUCTS/SERVICES, A "HYBRID" CONTRACT TYPE MAY HAVE CONSIDERABLE MERIT:

### CONTRACT



**EXPECT TO SEE HYBRID CONTRACTS  
(WHEN SITUATIONS WARRANT THEM)**

# **SOFTWARE DOCUMENTATION**

- **OBJECTIVE:**
  - **ELIMINATE UNNECESSARY COST, TIME**
  - **IMPROVE QUALITY, SUBSTANCE**
- **APPROACH:**
  - **ENCOURAGE INDUSTRY TO PROPOSE THEIR INTERNAL DOCUMENTATION METHODS WHENEVER POSSIBLE**
  - **FOCUS ON "ESSENTIAL DOCUMENTATION"**
  - **EMPLOY MACHINE-READABLE DOCUMENTATION**

**SIGNIFICANT OPPORTUNITIES  
TO REDUCE COST RISK**



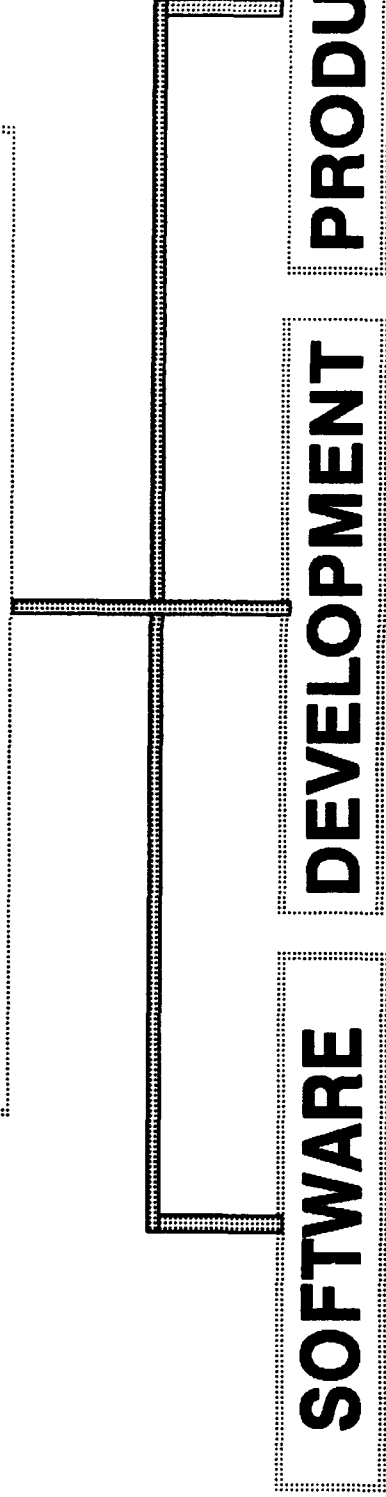


# RISK ABATEMENT PROGRAM PLAN

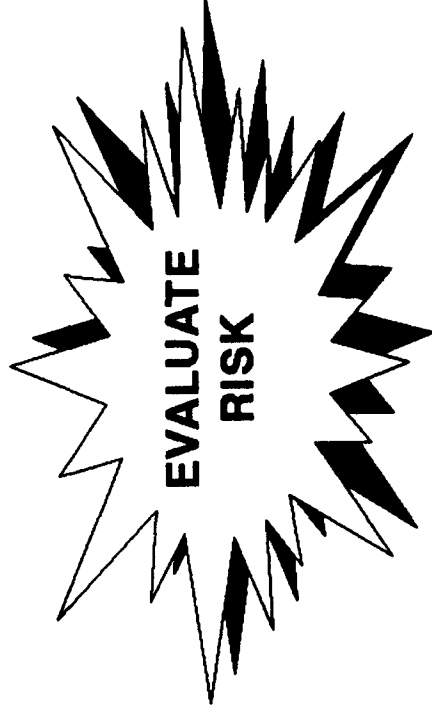
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***\*SAMPLE PLAN\****

RISK ABATEMENT PLAN



# **RISK ABATEMENT PROPOSALS SHOULD**



- IDENTIFY HIGH RISK
- EXPLAIN HOW RISK IS MANAGED AND MITIGATED



EVALUATION WILL BE BASED ON YOUR RECOGNITION OF  
YOUR OWN RISK

# NOTES

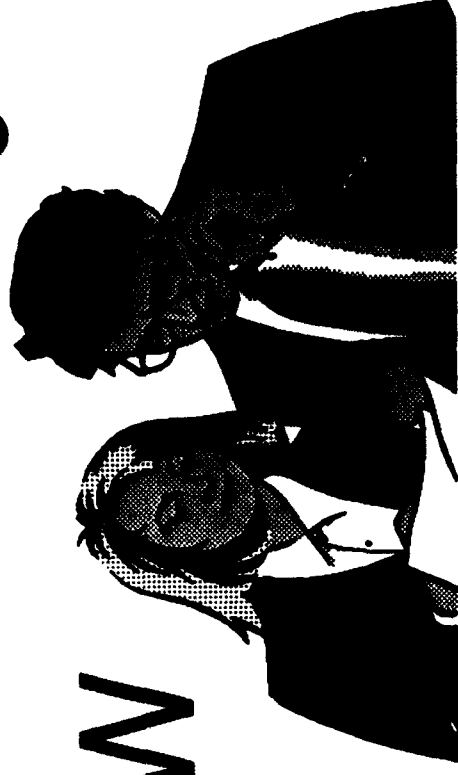
● ●

**COST/SCHEDULE CONTROL SYSTEMS  
CRITERIA (C/SCSC) IN  
BEST VALUE CONTRACTING**

**JEFFERY BONGARD  
CHIEF, SAIMS BRANCH  
DIRECTORATE FOR RESOURCE MANAGEMENT**

**UNCLASSIFIED**

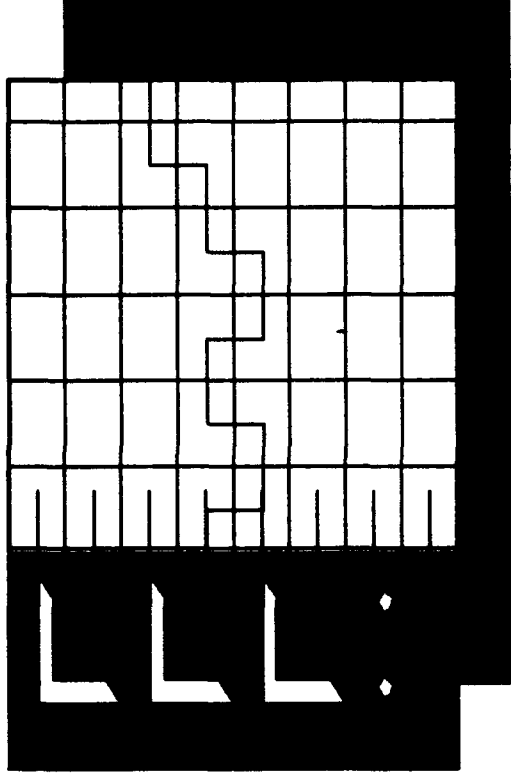
# C/SCSC REVIEW



- WHAT IS C/SCSC?
- WHY USE C/SCSC?
  - ▶ LESSONS LEARNED
  - ▶ GOVERNMENT INITIATIVES
- WHAT WILL THE GOVERNMENT EVALUATE?
- WHAT SHOULD THE MANAGEMENT PROPOSAL CONTAIN?
- THE CHALLENGE

# • • WHAT IS C/SCSC?

- A STANDARD FOR EVALUATING CONTRACTOR MANAGEMENT CONTROL SYSTEMS
- BASIC PURPOSE "TO MANAGE RISK THROUGH DATA COLLECTION AND ANALYSIS VIA THE WORK BREAKDOWN STRUCTURE (WBS)"



# ● ● WHY USE C/SCSC? ●

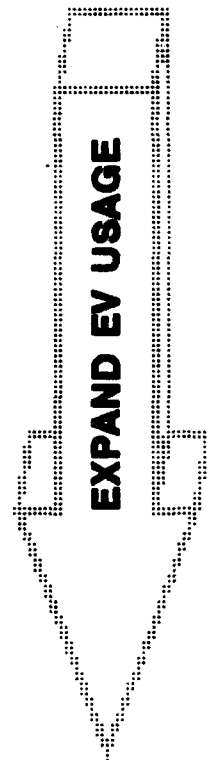
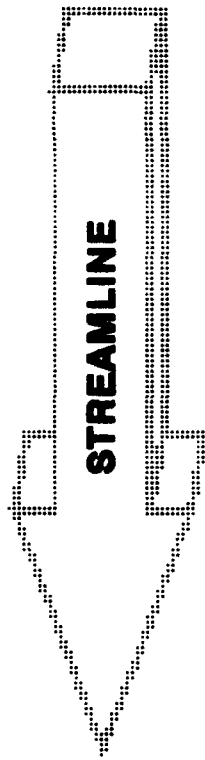
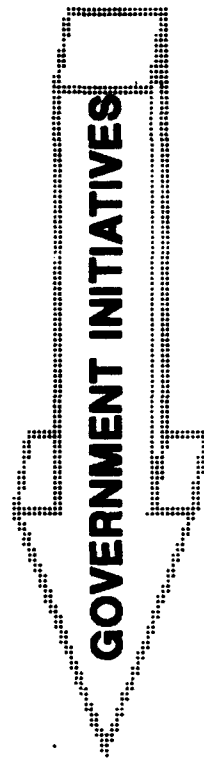
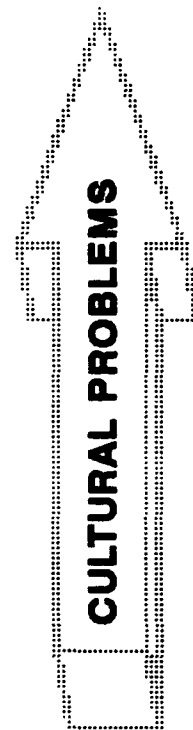
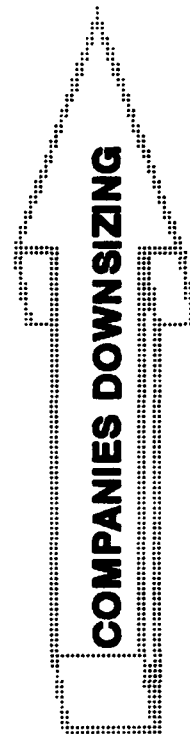
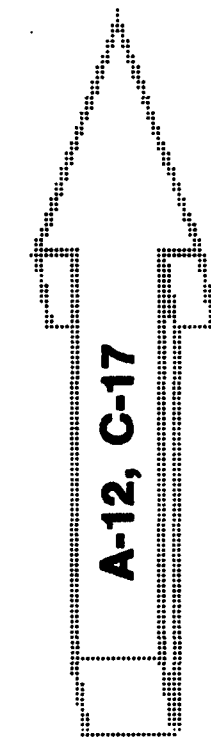
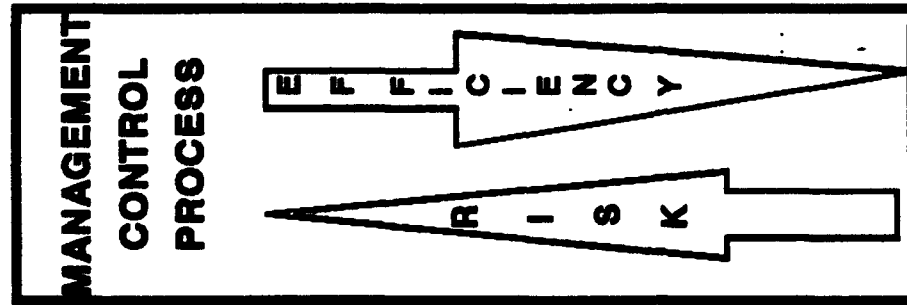
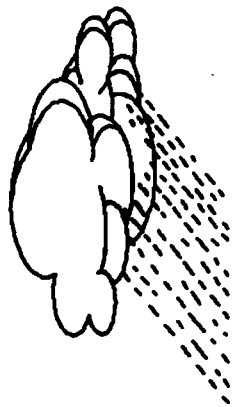
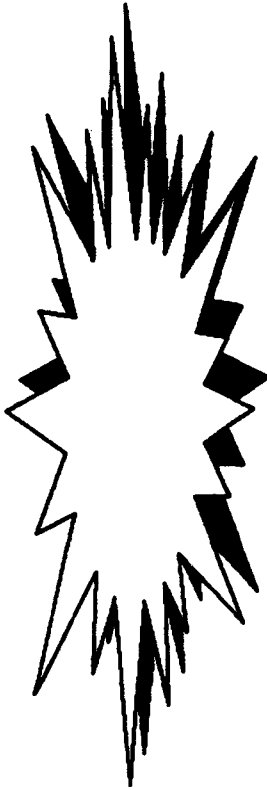
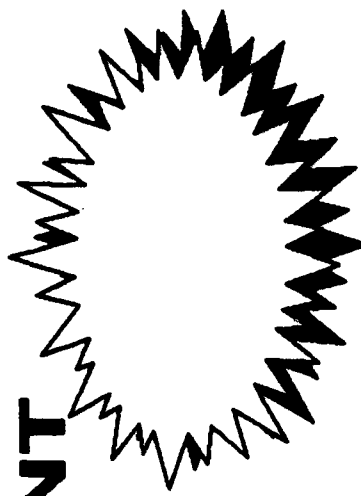


- FOUNDATION: CONTRACTOR MANAGEMENT INFORMATION AND PROGRAM CONTROL SYSTEMS SHALL BE USED TO THE MAXIMUM EXTENT POSSIBLE
- MANAGEMENT INFORMATION COLLECTED THROUGH A PRODUCT-ORIENTED WBS FOR THE CUSTOMER
- PROVIDES PROGRAM MANAGEMENT EARLY WARNING FOR RISK MITIGATION

GOAL - SINGLE, FLEXIBLE, MANAGEMENT  
CONTROL SYSTEM

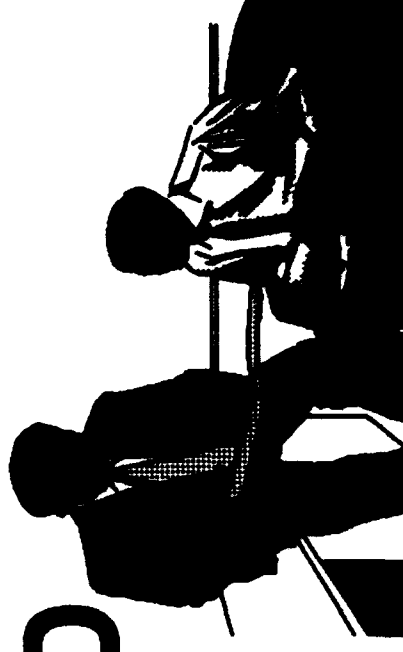
# C/SCSC

## CHANGING ENVIRONMENT





# CHANGING ENVIRONMENT LESSONS LEARNED



- A-12

- \* ADEQUATE EXISTING CONTROL MECHANISMS
- \* PERCEPTION THAT EARNED VALUE IS THE  
SOLE PROVINCE OF THE PROGRAM CONTROL  
STAFF

- CULTURAL CHANGE

- \* PERFORMING DESIGN AND MANUFACTURING  
ORGANIZATION BECOME EARNED VALUE  
PROCESS OWNERS
- \* PROGRAM TECHNICAL STAFFS PERFORM  
EARNED VALUE ANALYSIS

# ● ● **CHANGING ENVIRONMENT GOVERNMENT INITIATIVES**

- **STREAMLINE EVALUATION OF BUSINESS PRACTICES**
- **EMPHASIZE EARLY C/SCSC PLANNING**
- **EVALUATE CORPORATE COMMITMENT**
- **EVALUATE BUSINESS MANAGEMENT PAST PERFORMANCE**

**IMPROVE MANAGEMENT EVALUATION  
CRITERIA**

# WHAT WILL THE GOVERNMENT EVALUATE?

- ADEQUACY OF CORPORATE MANAGEMENT
  - ▶ C/SCSC VALIDATION
- ADEQUACY OF THE PROGRAM MANAGEMENT PLAN
  - ▶ WORK BREAKDOWN STRUCTURE
- PAST PERFORMANCE/PERFORMANCE RISK
  - ▶ TIMELY C/SCSC IMPLEMENTATION

APPLICATION OF CORPORATE  
MANAGEMENT TOOLS TO THE SOLUTION

- **CORPORATE MANAGEMENT  
EVALUATION**

- **C/SCSC VALIDATION**
  - ▶ **IF VALIDATED PROVIDE PROOF**
  - ▶ **IF NOT FOLLOW THE C/SCSC FAR  
SOLICITATION CLAUSE**

**STREAMLINE CORPORATE EVALUATION  
PROCESS**

# **PROGRAM MANAGEMENT EVALUATION**

- **FOCUS ON THE WORK BREAKDOWN  
STRUCTURE (WBS)**

**EVALUATE FRAMEWORK FOR  
PERFORMANCE MEASUREMENT**



- 



- # WORK BREAKDOWN STRUCTURE(WBS)

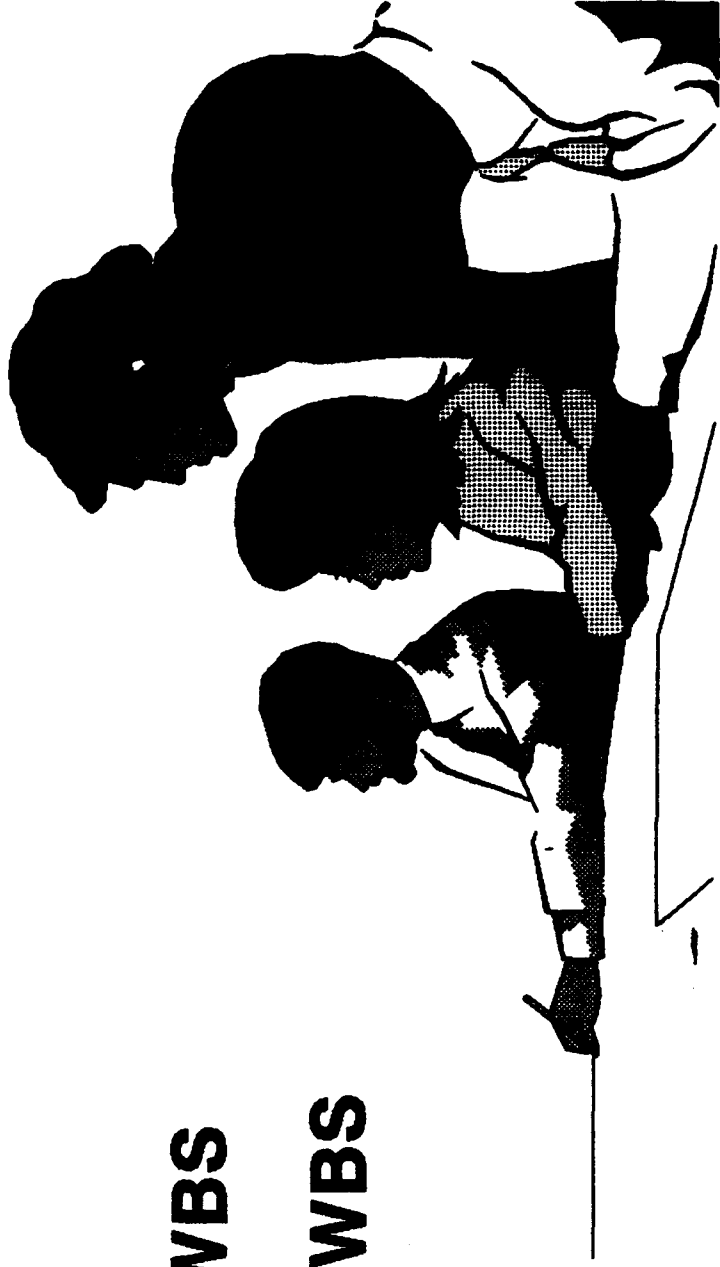
## (CONT)

- DEFINITION - A PRODUCT ORIENTED FAMILY TREE, COMPOSED OF HARDWARE, SOFTWARE, SERVICES, DATA AND FACILITIES

- TWO TYPES

- ▶ PROGRAM WBS

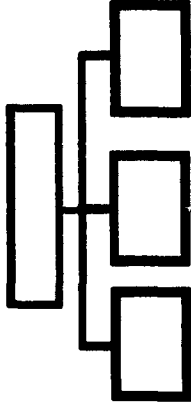
- ▶ CONTRACT WBS



# WORK BREAKDOWN STRUCTURE USES

- TECHNICAL MANAGEMENT

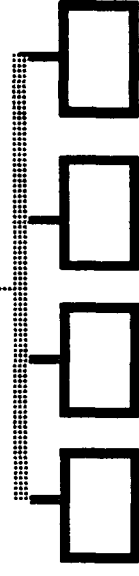
LEVEL I



LEVEL II

- SOLICITATION PLANNING

LEVEL III



- CONFIGURATION MANAGEMENT

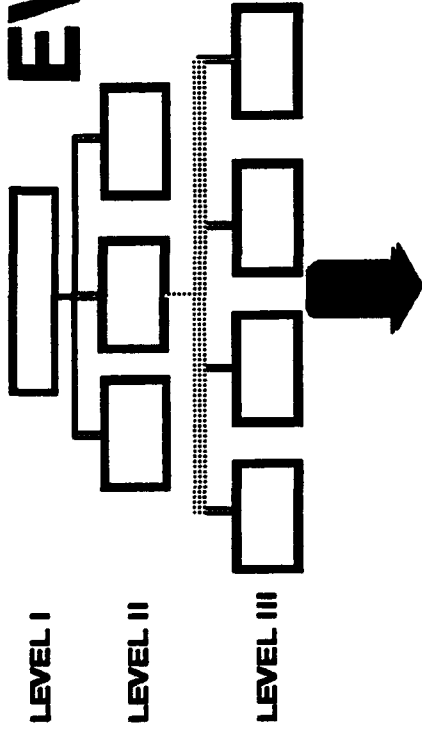
- FINANCIAL MANAGEMENT

- COST ESTIMATING

FRAMEWORK FOR GOVERNMENT AND CONTRACTOR  
PLANNING



# ● ● WORK BREAKDOWN STRUCTURE EVALUATION



- EXTEND CONTRACT WBS TO PERFORMING ORGANIZATIONS

**\* EXTENSION OF WBS MUST BE  
TIED TO PROGRAM RISK AREAS**

**BECOMES FRAMEWORK FOR COST, SCHEDULE AND TECHNICAL  
PERFORMANCE MEASUREMENT**

# **PAST PERFORMANCE/PERFORMANCE RISK EVALUATION**

- **TIMELY C/SCSC IMPLEMENTATION**
  - ▶ **EVALUATE CORPORATE TRACK RECORD**
  - ▶ **EFFECTIVE TOOL WHEN IMPLEMENTED**

**ASSESS PROBABILITY OF SUCCESSFUL  
IMPLEMENTATION**

# ● ● WHAT SHOULD THE MANAGEMENT PROPOSAL CONTAIN?

- CORPORATE ENVIRONMENT
  - ▶ C/SCSC VALIDATION OR PLAN
  - ▶ LESSONS LEARNED FROM PAST PERFORMANCE
- PROGRAM MANAGEMENT PLAN
  - ▶ DEMONSTRATE INTEGRATION OF WBS EXTENSION TO RISK ABATEMENT PLANS
- PAST PERFORMANCE/PERFORMANCE RISK
  - ▶ PROVIDE RELEVANT VERIFIABLE DATA

▶ HOW DOES YOUR COMPANY MANAGE RISK?

# ● ● **GOVERNMENT AND INDUSTRY**

## **THE CHALLENGE**

**#**

**1**

- **RETHINK MANAGEMENT CONTROL OBJECTIVES FROM A CUSTOMER PERSPECTIVE**
- **ESTABLISH CUSTOMER FOCUSED CORPORATE METRICS TO TRACK C/SCSC IMPLEMENTATION**
- **USE THE CORPORATE METRICS TO MEASURE PERFORMANCE**

**MAINTAIN AN EFFECTIVE MANAGEMENT  
CONTROL PROCESS**

# NOTES

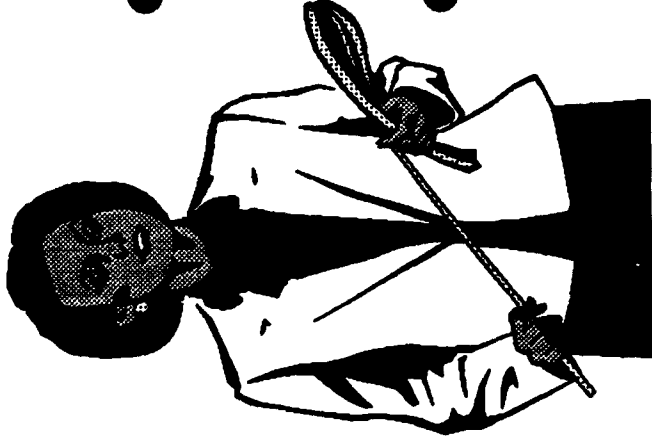
•  
•  
**PERFORMANCE RISK  
ANALYSIS GROUPS  
(PRAG)**

**WENDY MCCUTCHEON  
DENNIS BRADLEY  
C3I ACQUISITION CENTER**

**UNCLASSIFIED**

# • • **AGENDA**

- **BACKGROUND**
- **DEFINITIONS**
- **PRAG OPERATION**
- **HOW IS A PRAG  
CONDUCTED?**
- **BENEFITS/SUMMARY**



# **BACKGROUND**

- ✓ **POOR CONTRACTOR PERFORMANCE**
- ✓ **BAD PERFORMERS NOT HELD ACCOUNTABLE**
- ✓ **GOOD PERFORMERS NOT REWARDED**
- ✓ **GOVERNMENT AT THE MERCY OF INCUMBENT CONTRACTORS**
- ✓ **PREMIUM ON GOOD PROPOSAL WRITING AND NOT ON GOOD PERFORMANCE**
- ✓ **PAST PERFORMANCE EVALUATIONS RELIED EXCLUSIVELY ON CONTRACTOR SUPPLIED INFORMATION**



# **BACKGROUND (CONT)**

- \* PREVIOUS ATTEMPTS TO FIX THIS SITUATION  
FAILED BECAUSE:**
  - "REPORT CARD" DATABASES WERE UNRELIABLE**
  - NO CLEAR GUIDANCE**
  - OUTDATED INFORMATION WAS USED**
- \* CURRENT PRAG METHODOLOGY:**
  - USES A NETWORK DATABASE TO IDENTIFY CONTRACTOR  
AND CONTRACTS**
  - PROVIDES CLEAR GUIDANCE IN AMC PAMPHLET  
715-3**
  - FUNDAMENTALLY FAIR TO ALL OFFERORS**

# **BACKGROUN (CONT)**

- \* PERFORMANCE EVALUATION**
- \* • OFFEROR'S PROPOSAL**
- \* • PREVIOUS GOVERNMENT CUSTOMERS**
- \* • PREVIOUS GOVERNMENT CONTRACTS**

# **BACKGROUND (CONT)**

- \* AMC PROJECT WAS COMMENCED IN JANUARY  
1988**
- \* AIR FORCE AND NASA HAVE SIMILAR PROGRAMS**
- \* PHASE I PILOT AT FORT MONMOUTH AND VINT  
HILL FARMS STATION DURING FY89**
- \* PHASE II TEST AT ALL MAJOR SUBORDINATE  
COMMANDS DURING FY90**

# **BACKGROUND (CONT)**

- - PHASE III IMPLEMENTATION THROUGHOUT AMC FROM FY 1991 TO THE PRESENT
- CURRENT STATUS:
  - ▶ AMC PAMPHLET 715--3 BEING UPDATED
  - ▶ OFFICE OF FEDERAL PROCUREMENT POLICY LETTER 92-5, PAST PERFORMANCE INFORMATION, PUBLISHED ON 11 JANUARY 1993

# DEFINITIONS

## PERFORMANCE RISK ANALYSIS GROUP (PRAG)

A GROUP OF EXPERIENCED GOVERNMENT PERSONNEL APPOINTED TO ASSESS PERFORMANCE RISK. AT CECOM THE PRAG OPERATES AS A GROUP WITHIN THE SSEB AND REPORTS THROUGH THE SSEB CHAIRPERSON TO THE SSAC. EACH AMC CONTRACTING ACTIVITY IS RESPONSIBLE FOR DETERMINING THE APPROPRIATE COMPOSITION AND STRUCTURE OF ITS PRAG, RELATIVE TO THE SIZE, NATURE, AND COMPLEXITY OF A PARTICULAR ACQUISITION.

# **DEFINITIONS**

## **(CONT)**

### **PERFORMANCE RISK –**

**A CONFIDENCE MEASURE THAT ASSESSES AN OFFEROR'S RECORD OF PAST AND CURRENT PERFORMANCE IN ORDER TO DETERMINE THE OFFEROR'S ABILITY TO PERFORM THE SOLICITATION'S REQUIREMENTS. PERFORMANCE RISK IS ASSESSED BY THE PRAG.**

# **DEFINITIONS**

## **(CONT)**

### **PROPOSAL RISK –**

**THE RISKS ASSOCIATED WITH AN OFFEROR'S PROPOSED APPROACH IN MEETING THE GOVERNMENT'S REQUIREMENTS. THE PROPOSAL RISK ASSESSMENT IS PERFORMED BY THE SSEB.**

# **DEFINITIONS OF PERFORMANCE RISK**

## **LOW RISK**

**LITTLE DOUBT EXISTS, BASED ON THE  
OFFEROR'S PERFORMANCE RECORD, THAT  
THE OFFEROR CAN PERFORM THE PROPOSED  
EFFORT.**

## **MODERATE RISK**

**SOME DOUBT EXISTS, BASED ON THE  
OFFEROR'S PERFORMANCE RECORD, THAT THE  
OFFEROR CAN PERFORM THE PROPOSED EFFORT.**



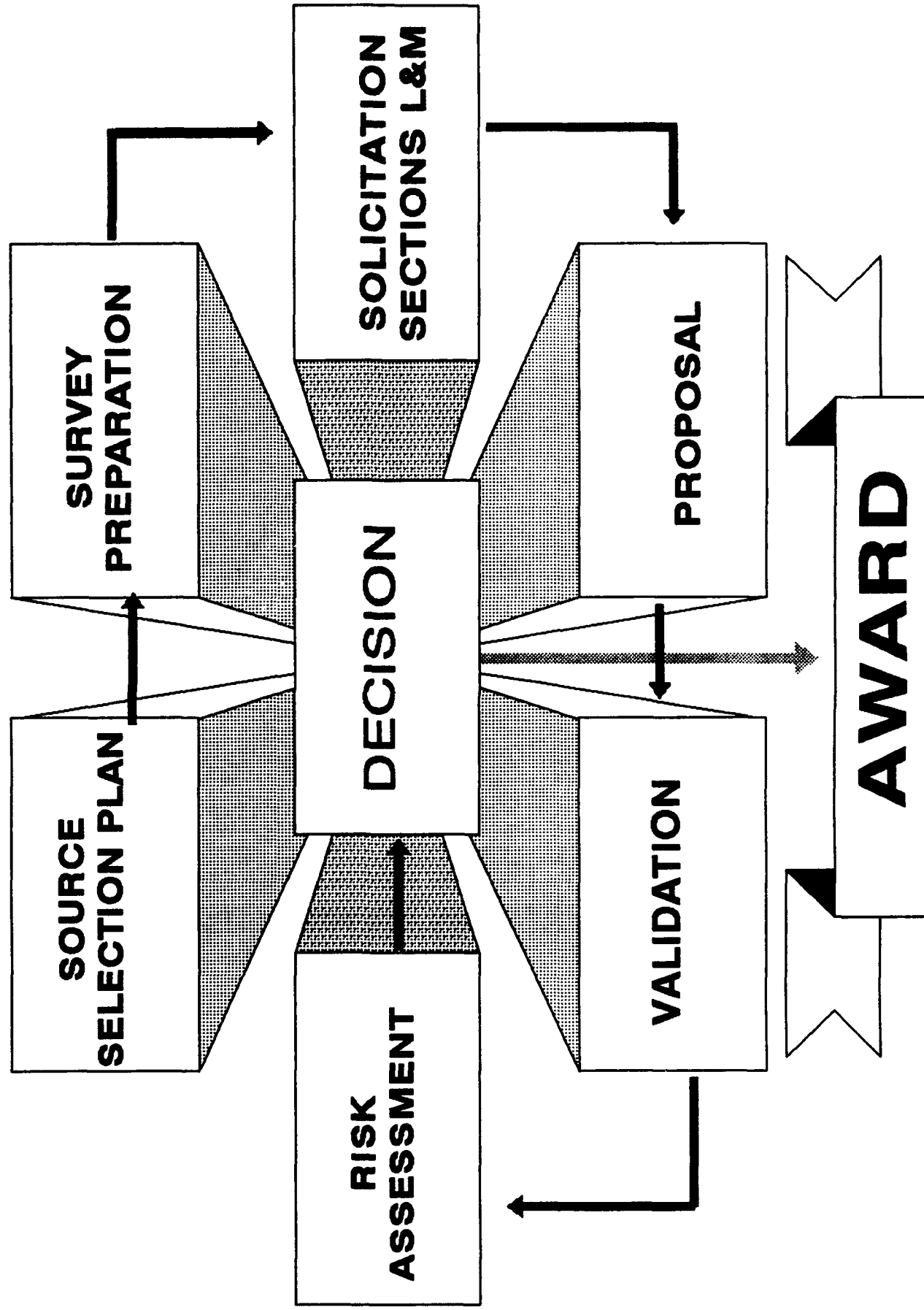
# DEFINITIONS OF PERFORMANCE RISK

## HIGH RISK

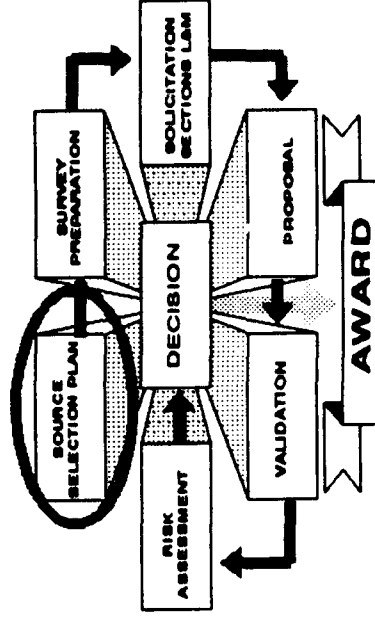
SIGNIFICANT DOUBT EXISTS, BASED ON  
THE OFFEROR'S PERFORMANCE RECORD, THAT  
THE OFFEROR CAN PERFORM THE PROPOSED  
EFFORT.



# PRAG OPERATION

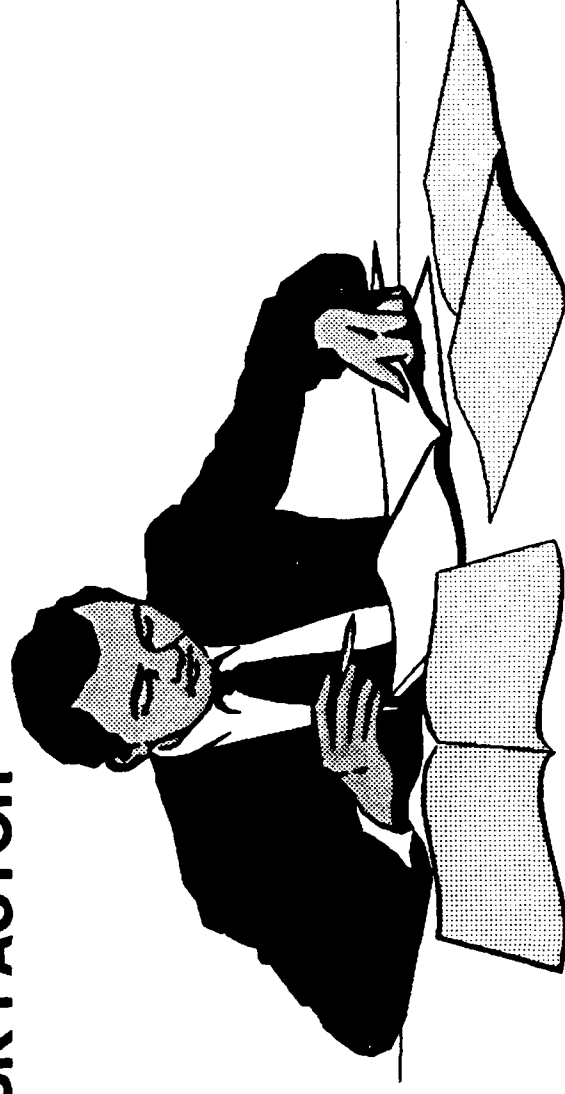


# HOW IS PRAG CONDUCTED?



## \* SOURCE SELECTION PLAN

- ▶ GOVERNMENT DECISION TO EVALUATE PERFORMANCE RISK
- ▶ GOVERNMENT ASSIGNS WEIGHT TO PERFORMANCE RISK FACTOR



The flowchart illustrates the decision process for selecting a contracting method. It begins with 'SOURCE SELECTION PLAN' and 'SURVEY PREPARATION' (the latter is circled), both of which lead to 'DECISION'. From 'DECISION', the process branches into 'SOLICITATION SECTIONS LAM', 'PROPOSAL', 'VALIDATION', and 'RISK ASSESSMENT'. 'SOLICITATION SECTIONS LAM' leads to 'PROPOSAL', which then leads to 'AWARD'. 'PROPOSAL' also leads to 'VALIDATION', which leads to 'RISK ASSESSMENT'. 'RISK ASSESSMENT' leads back to 'DECISION', completing a feedback loop.

- ▶ **TAILORED TO THE INDIVIDUAL PROCUREMENT**
- ▶ **QUESTIONS DESIGNED FOR:**

- **PROCURING CONTRACTING OFFICER**
- **ADMINISTRATIVE CONTRACTING OFF**
- **CONTRACTING OFFICERS REPRESENT**
- **PRODUCT ASSURANCE**
- **PROJECT MANAGER**
- **GOVERNMENT ENGINEER**
- **AUDITOR**

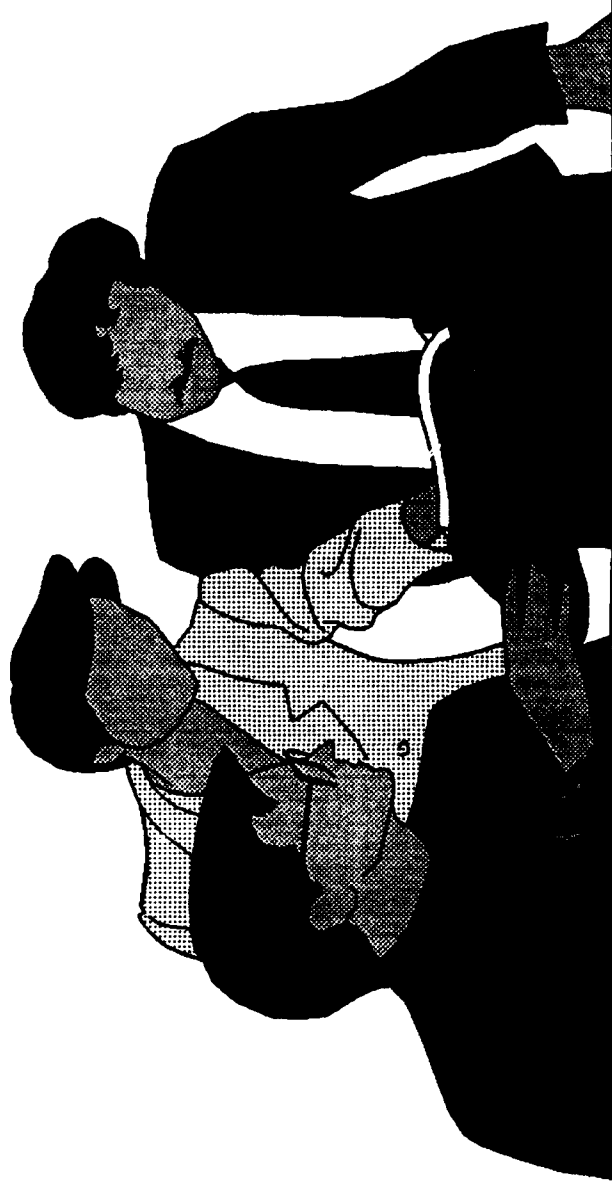
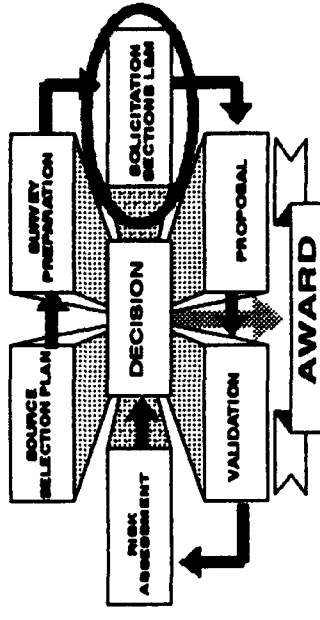
# HOW IS PRAG CONDUCTED?

## \* SOLICITATION

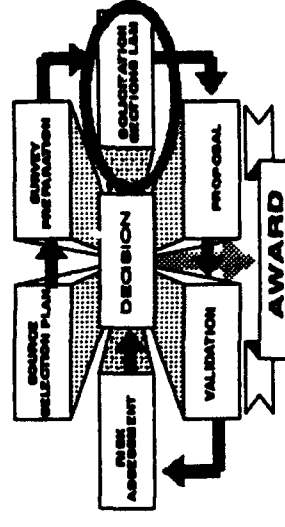
► SECTION L

► SECTION M

SEE APPENDIX



# ● ● INFORMATION TO BE PROVIDED BY THE OFFERORS



1. CONTRACTOR'S CAGE OR DUNS NUMBER

2. GOVERNMENT CONTRACTING ACTIVITY, ADDRESS,  
AND TELEPHONE NUMBER

3. PROCURING CONTRACTING OFFICER'S NAME AND  
TELEPHONE NUMBER

**INFORMATION TO BE  
PROVIDED BY THE OFFERORS  
(CONT)**

- 4. GOVERNMENT CONTRACTING ACTIVITY TECHNICAL  
REPRESENTATIVE/COR AND TELEPHONE NUMBER**
- 5. GOVERNMENT CONTRACT ADMINISTRATION ACTIVITY,  
AND THE NAME AND TELEPHONE NUMBER OF THE  
ADMINISTRATIVE CONTRACTING OFFICER**
- 6. CONTRACT NUMBER**

● ●

**INFORMATION TO BE PROVIDED  
BY THE OFFERORS  
(CONT)**

**7. CONTRACT TYPE**

**8. AWARDED PRICE/COST**

**9. FINAL OR PROJECTED FINAL, PRICE/COST**

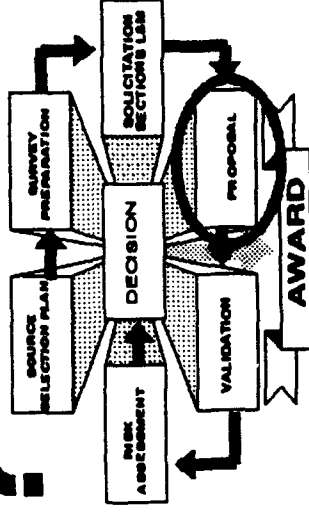
**10. ORIGINAL DELIVERY SCHEDULE**



**INFORMATION TO BE PROVIDED  
BY THE OFFERORS  
(CONT)**

- 11. FINAL OR PROJECTED FINAL, DELIVERY SCHEDULE**
- 12. NARRATIVE EXPLANATION OF EACH CONTRACT**
- 13. LIST OF ALL TERMINATED CONTRACTS WITHIN THE  
LAST 3-5 YEARS**
- 14. INFORMATION REQUESTED IN PARAGRAPHS  
1-13, ABOVE FOR TEAM MEMBERS/MAJOR  
SUBCONTRACTORS**

# HOW IS PRAG CONDUCTED?



- REVIEW EACH OFFEROR'S PAST PERFORMANCE VOLUME
- CONTACT AMC'S CENTRAL DATABASE FOR OTHER POSSIBLE GOVERNMENT CONTACTS
- REVIEW OTHER RELEVANT CONTRACTS

```

graph TD
    SSP[SOURCE SELECTION PLAN] --> SSL[SOLICITATION SECTIONS LAM]
    SSL --> P[PROPOSAL]
    P --> PA[PINK ASSESSMENT]
    PA --> D[DECISION]
    PA --> SSP
    D --> A[AWARD]
  
```

- 
- ```

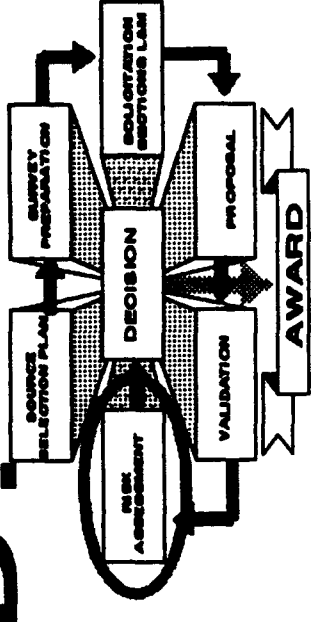
graph TD
    SSP[SOURCE SELECTION PLAN] --> DEC[DECISION]
    DEC --> SSL[SOLICITATION SECTIONS LAM]
    SSL --> P[PROPOSAL]
    P --> A[AWARD]
    A --> V((VALIDATION))
    V --> DEC
  
```

```

graph TD
    SSP[SOURCE SELECTION PLAN] --> SP[SURVEY PREPARATION]
    SP --> SSL[SOLICITATION SECTIONS LISTS]
    SSL --> P[PROPOSAL]
    P --> V[VALIDATION]
    V --> RA[RISK ASSESSMENT]
    RA --> SSP
    RA --> D[DECISION]
    D --> A[AWARD]
  
```

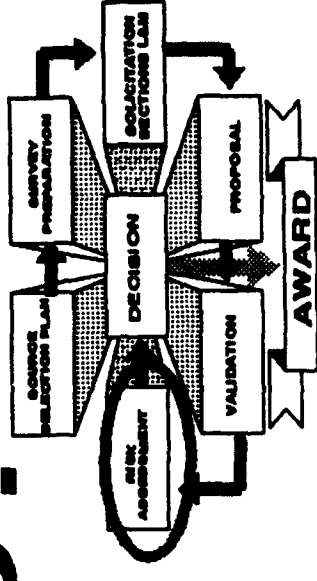
- THE PRAG EVALUATION SHOULD INCLUDE:

# HOW IS PRAG CONDUCTED? (CONT)



- ▶ SUPPORTING RATIONALE FOR EACH PERFORMANCE RISK ASSESSMENT
- ▶ ADVANTAGES AND DISADVANTAGES FOR EACH OFFEROR
- ▶ ANY OTHER MATTERS DEEMED RELEVANT
- THE PRAG REPORT IS PROVIDED TO THE SSEB CHAIRMAN

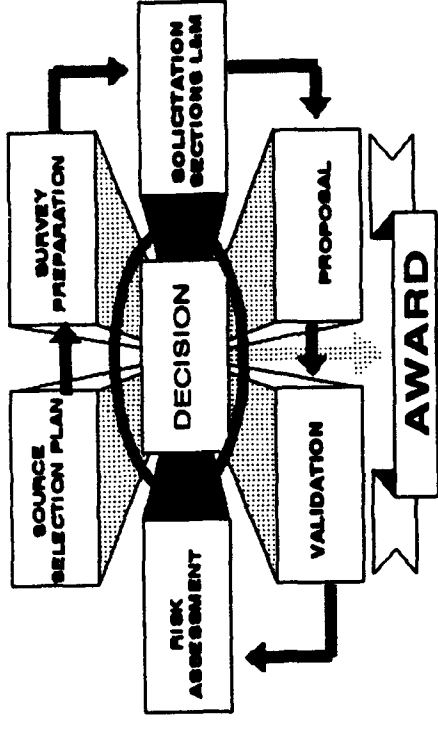
# HOW IS PRAG CONDUCTED? (CONT)



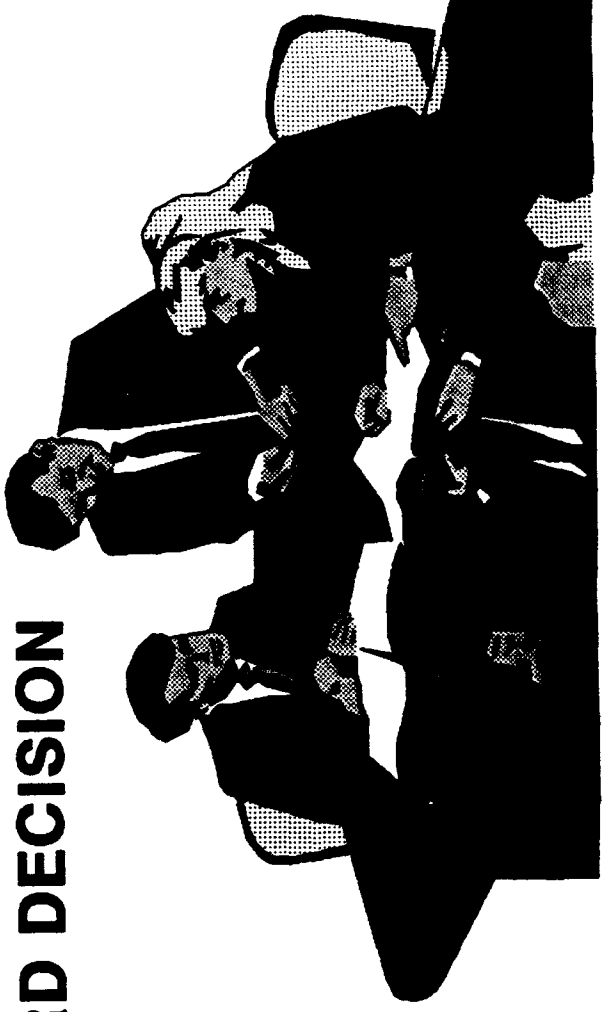
- EACH PERFORMANCE RISK ASSESSMENT  
WILL CONSIDER:
  - ▶ POSITIVE PAST AND CURRENT  
PERFORMANCE
  - ▶ NEGATIVE PAST AND CURRENT  
PERFORMANCE

# HOW IS PRAG CONDUCTED? (CONT)

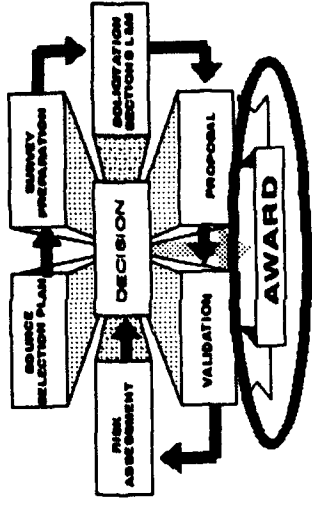
## DECISION



SSA CONSIDERS THE PERFORMANCE RISK FACTOR IN  
CONJUNCTION WITH ALL EVALUATION FACTORS IN  
MAKING THE AWARD DECISION



# PRAG REPORTING



- **CONTRACTOR INFORMATION REPORT (CIR)**
  - ▶ **REQUIRED FOR AWARDS OVER \$500,000**
  - ▶ **PREPARED BY CONTRACTING ACTIVITY DURING CONTRACT PERFORMANCE**
  - ▶ **BASIC CONTRACT INFORMATION**
  - ▶ **POC NAMES AND PHONE NUMBERS**
- **CONTRACTOR INFORMATION SYSTEMS (CIS)**
  - ▶ **AMC MAINTAINS CIS**
  - ▶ **ADD OTHER SOURCES FOR PERFORMANCE INFORMATION**



# **AMC DATA BASE CONTAINS**

- GOVERNMENT POINTS OF CONTACT**
- CONTRACTOR NAME**
- CONTRACTOR ADDRESS**
- CONTRACTOR CAGE**
- CONTRACTOR DUNS**
- CONTRACT NUMBER**
- PLACE OF PERFORMANCE**
- PROGRAM TITLE**
- LIFE CYCLE PHASE**



- 

-

# **PBRAG BENEFITS/ SUMMARY**

- **BETTER AWARD DECISIONS**
- **ENHANCE NEGOTIATIONS AND CONTRACT ADMINISTRATION**
- **INCENTIVIZE THE CONTRACTOR TO BETTER PERFORMANCE NOW**
- **BUILDING GOVERNMENT NETWORKING CAPABILITY**
- **BETTER CONTRACT DELIVERABLES RESULTING IN INCREASED CUSTOMER SATISFACTION**

# **SAMPLE SECTION L SOLICITATION PROVISION**

## **PERFORMANCE RISK -**

**THE OFFEROR SHALL SUBMIT A DESCRIPTION OF ITS  
GOVERNMENT CONTRACTS (ALL PRIME AND MAJOR  
SUBCONTRACTS RECEIVED DURING THE PAST 3-5 YEARS)  
WHICH ARE IN ANY WAY SIMILAR TO THE EFFORTS  
REQUIRED BY THE SOLICITATION.**

## **APPENDIX**

# **SAMPLE SECTION M SOLICITATION PROVISION**

## **• PERFORMANCE RISK FACTOR -**

**DURING THE SOURCE SELECTION PROCESS, THE GOVERNMENT WILL ASSESS THE RELATIVE RISKS ASSOCIATED WITH EACH OFFEROR'S PROPOSAL. IT IS IMPORTANT TO NOTE THE DISTINCTION BETWEEN PROPOSAL RISK AND PERFORMANCE RISK.**

# **SAMPLE SECTION M SOLICITATION PROVISION (CONT)**

## **• PERFORMANCE RISKS -**

**ARE THOSE ASSOCIATED WITH AN OFFEROR'S  
ABILITY TO PERFORM THE SOLICITATION'S  
REQUIREMENTS AS INDICATED BY THE OFFEROR'S  
(INCLUDING TEAM MEMBERS/MAJOR SUBCONTRACTORS)  
RECORD OF PAST AND CURRENT PERFORMANCE.  
RISK IS ASSESSED BY THE PRAG.**

## **APPENDIX**

● ●

# **SAMPLE SECTION M SOLICITATION PROVISION (CONT)**

● **PROPOSAL RISKS -**

**ARE THOSE ASSOCIATED WITH AN OFFEROR'S  
PROPOSED APPROACH IN MEETING THE  
GOVERNMENT'S REQUIREMENTS. PROPOSAL  
RISK IS ASSESSED BY THE TECHNICAL  
EVALUATION AND IS INTEGRATED INTO THE  
RATING OF THE TECHNICAL FACTOR.**

# **SAMPLE SECTION M SOLICITATION PROVISION (CONT)**

**THE GOVERNMENT WILL CONDUCT A PERFORMANCE RISK ASSESSMENT BASED UPON THE OFFEROR'S (INCLUDING TEAM MEMBERS/MAJOR SUBCONTRACTORS) CURRENT AND PAST RECORD OF PERFORMANCE AS IT RELATES TO THE PROBABILITY OF SUCCESSFUL ACCOMPLISHMENT OF THE REQUIRED EFFORT.**



# **SAMPLE SECTION M SOLICITATION PROVISION (CONT)**

**WHEN ASSESSING PERFORMANCE RISK, THE  
GOVERNMENT WILL FOCUS ITS INQUIRY INTO THE  
OFFEROR'S RECORD OF PERFORMANCE AS IT  
RELATES TO ALL SOLICITATION REQUIREMENTS,  
INCLUDING COST, SCHEDULE, AND PERFORMANCE.**

**APPENDIX**

# **SAMPLE SECTION M SOLICITATION PROVISION (CONT)**

**A SIGNIFICANT ACHIEVEMENT, PROBLEM, OR LACK OF RELEVANT DATA IN ANY ELEMENT OF THE WORK CAN BECOME AN IMPORTANT CONSIDERATION IN THE SOURCE SELECTION PROCESS. THEREFORE, OFFERORS ARE REMINDED TO INCLUDE ALL RELEVANT PAST EFFORTS IN THEIR PROPOSAL.**

**OFFERORS ARE CAUTIONED THAT IN CONDUCTING THE PERFORMANCE RISK ASSESSMENT, THE GOVERNMENT MAY USE DATA PROVIDED BY THE OFFEROR IN ITS PROPOSAL AND DATA OBTAINED FROM OTHER SOURCES.**

**APPENDIX**

# NOTES

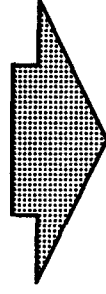
# **SOURCE SELECTION**

**JOHN J. GOODBODY  
C3I ACQUISITION CENTER**

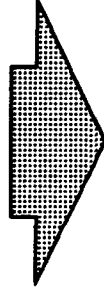
**UNCLASSIFIED**

# ● ● SOURCE SELECTION PROCESS

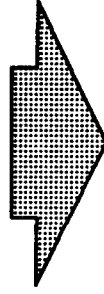
ESTABLISH  
REQUIREMENTS



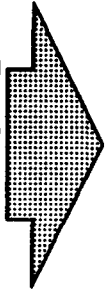
DRAFT SOLICITATION



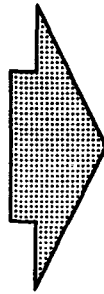
ISSUE SOLICITATION



PROPOSALS



EVALUATION & NEGOTIATION



AWARD

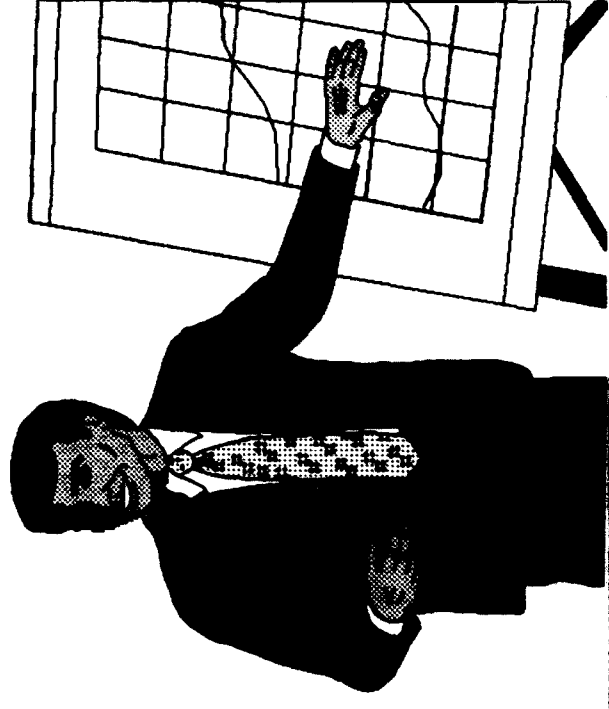
SELECTION  
SOURCE

# ● ● **SOURCE SELECTION TRAINING**

---

- **SUBJECTS - SOURCE SELECTION**
  - ▶ **SOURCE SELECTION PLAN**
  - ▶ **FORMAL SOURCE SELECTION PROCESS**
  - ▶ **SECURITY MEASURES**

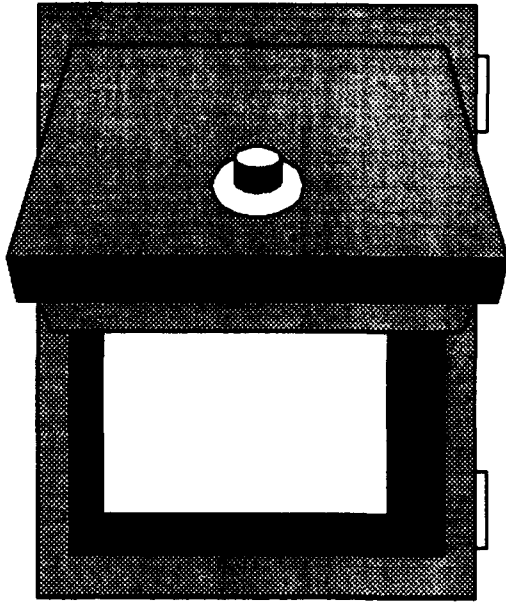
- **TOOLS -**
  - ▶ **BRIEFINGS**
  - ▶ **VIDEOTAPE**
  - ▶ **GUIDANCE/MANUALS**
  - ▶ **REGULATIONS**



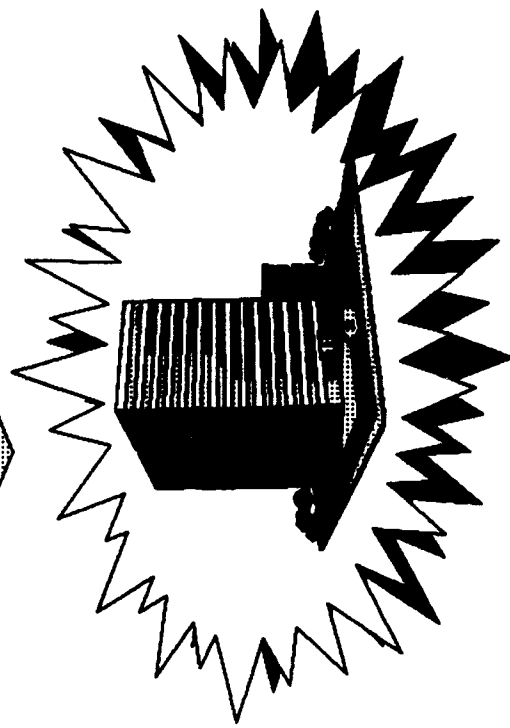
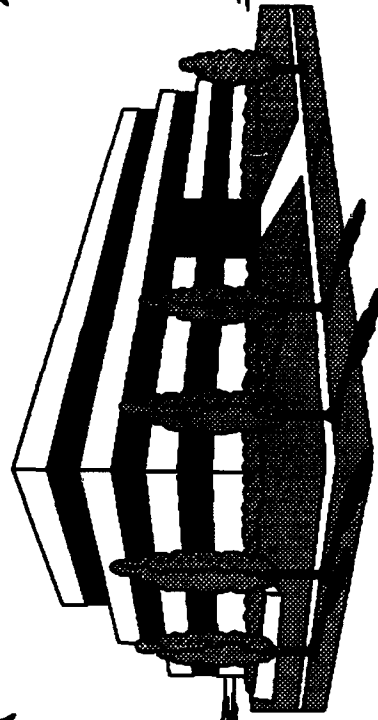
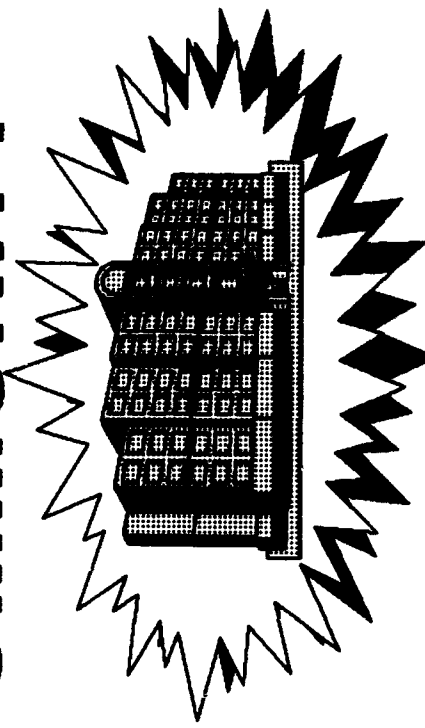
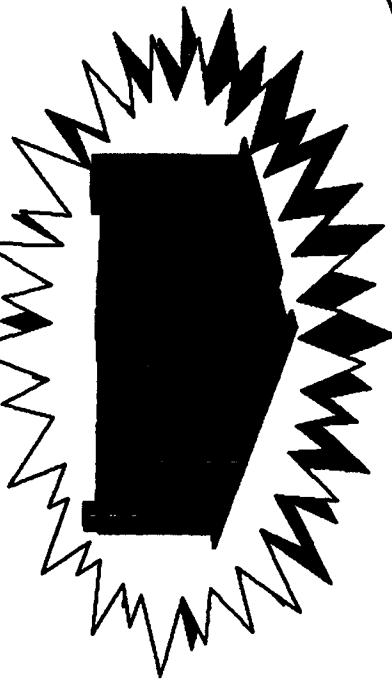
# ● ● **SOURCE SELECTION TRAINING**

---

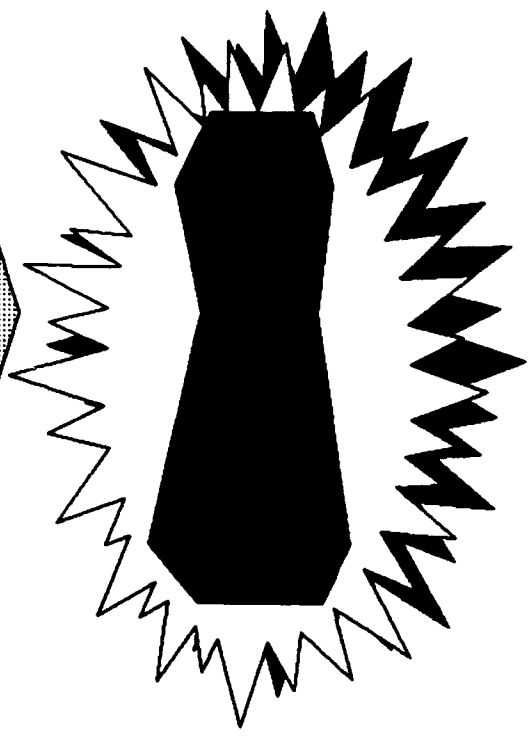
- **PROTECT INFORMATION AND DOCUMENTATION**
- **AVOID CONFLICT OF INTEREST**
- **CERTIFICATIONS -**
  - \*NONDISCLOSURE**
  - \*CONFLICT OF INTEREST**
  - \*PROCUREMENT INTEGRITY**
- **INSULATE ORGANIZATION -**
  - \*SEPARATE "CHAIN OF COMMAND"**
  - \*SEPARATE FACILITIES**



# ● SOURCE SELECTION IN THE ● FORT MONMOUTH COMMUNITY

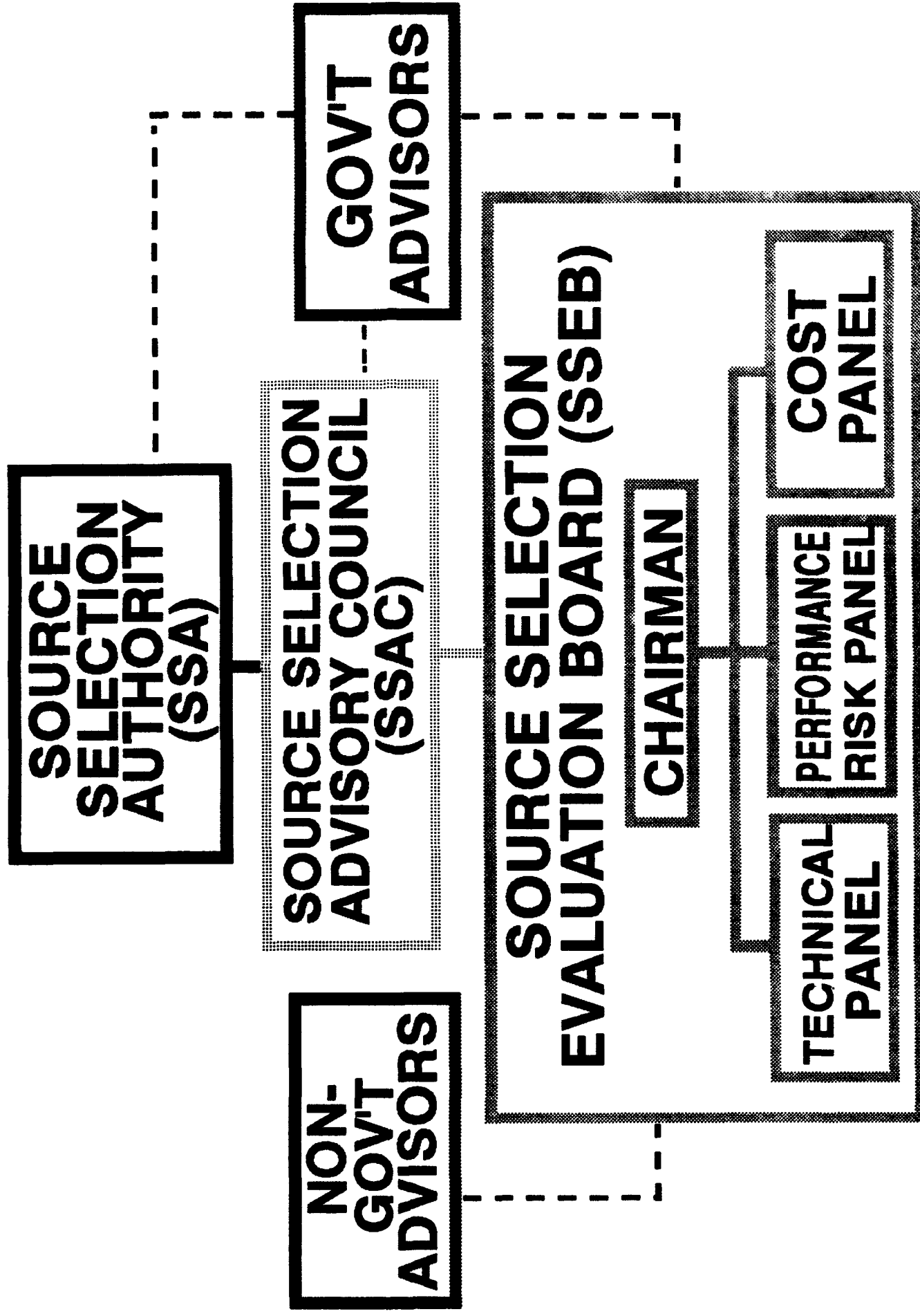


**CECOM**

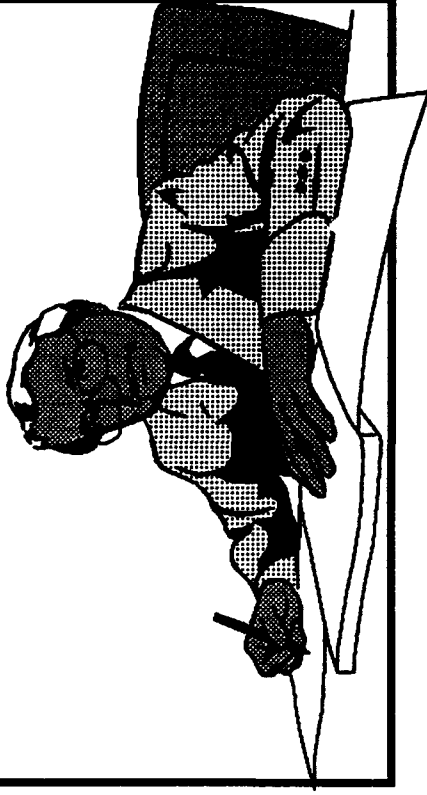




# TYPICAL SOURCE SELECTION ORGANIZATION



**SSA**



**SSAC**



## WHO ARE THESE PEOPLE?

**ADVISORS**



**SSSEB**



- 
- 
- 

# **SOURCE SELECTION EVALUATION BOARD (SSEB)**

## **ROLE AND RESPONSIBILITIES**

**\*EVALUATES EACH PROPOSAL**

**\*REPORTS FINDINGS TO THE SSAC**

# **ADVISORS - GOVERNMENT**

## **ROLE AND RESPONSIBILITIES**

- \* PROVIDE ADVICE AND COUNSEL TO THE SSA, SSAC AND SSEB AS NEEDED**
- \* NOT "MEMBERS" OF THE SSAC OR SSEB**
- \* "CONTRACT TEAM" -**
  - \* PREPARES RFP**
  - \* CONDUCTS DISCUSSIONS WITH OFFERORS**
  - \* PREPARES FINAL CONTRACT**

# **ADVISORS - NON-GOVERNMENT**

## **ROLE AND RESPONSIBILITIES**

**\*FURNISH EXPERT ADVICE IN  
SPECIFIC AREAS**

**\*NOT "MEMBERS" OF THE SSAC OR SSEB**

**\*USE REQUIRES APPROVAL AND  
NOTICE TO THE OFFERORS**

# **SOURCE SELECTION ADVISORY COUNCIL (SSAC)**

## **ROLE AND RESPONSIBILITIES**

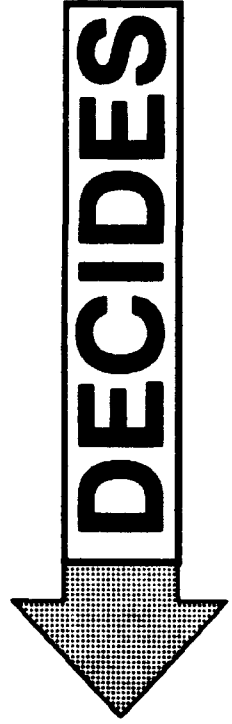
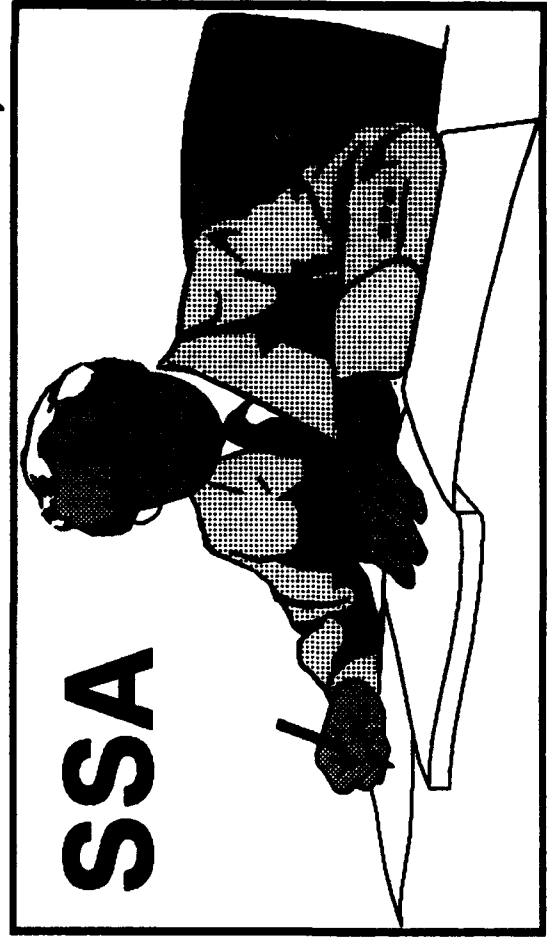
- \* ASSISTS THE SSA THROUGHOUT THE  
SOURCE SELECTION PROCESS**
- \* REVIEWS AND ANALYZES SSEB FINDINGS**
- \* COMPARES PROPOSALS**
- \* APPLIES ESTABLISHED RELATIVE  
"WEIGHTS"**
- \* REPORTS FINDINGS TO THE SSA**

# **SOURCE SELECTION AUTHORITY (SSA)**

## **ROLE AND RESPONSIBILITIES**

- \*IN CHARGE OF THE ENTIRE SOURCE SELECTION PROCESS**
- \* APPROVES THE SOURCE SELECTION PLAN (SSP) AND THE SOLICITATION (RFP)**
- \* APPOINTS THE SSAC AND SSEB CHAIR**
- \* APPROVES THE CONTRACTING OFFICER'S COMPETITIVE RANGE DECISIONS**
- \*MAKES THE FINAL SOURCE SELECTION DECISION**

# SUMMARY OF ROLES





# **SSEB BRIEFINGS TO THE SSAC AND THE SSA**

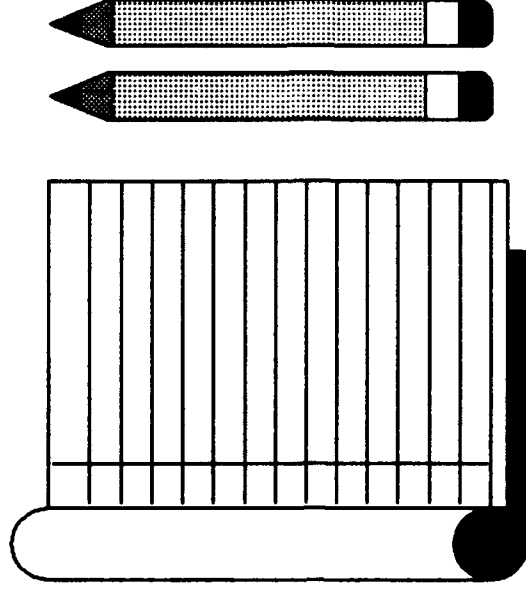
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- **TO PROVIDE A FULL REPORT ON THE STATUS OF  
THE PROPOSAL EVALUATION**
- **ALWAYS DONE AT:**
  - \* **END OF THE INITIAL EVALUATION AND PRIOR  
TO SETTING THE INITIAL COMPETITIVE RANGE**
  - \* **ANY SUBSEQUENT ELIMINATION OF AN OFFEROR  
FROM THE COMPETITIVE RANGE**
  - \* **COMPLETION OF THE FINAL EVALUATION**
- **MAY ALSO BE DONE AT ANY OTHER TIME THAT  
THE SSA REQUESTS**

# **SOURCE SELECTION PROCESS DOCUMENTATION**

---

- **SOURCE SELECTION PLAN  
(EVALUATION PLAN)**



- **EVALUATION REPORTS -
  - \* INITIAL
  - \* INTERIM(S)
  - \* FINAL**

- **FORMS -
  - \* SOURCE SELECTION EVALUATION FORM
  - \* ITEM FOR NEGOTIATION FORMS
  - \* TELEPHONE CONVERSATION FORM**

- **SOURCE SELECTION DECISION DOCUMENT**

# **DEBRIEFING OF UNSUCCESSFUL OFFERORS**

---

- **INTEGRAL PART OF THE PROPOSAL EVALUATION  
AND SOURCE SELECTION PROCESS**
- **THE PURPOSE OF A DEBRIEFING IS TO ASSURE  
UNSUCCESSFUL OFFEROR THAT IT:**
  - \* UNDERSTANDS THE BASIS FOR ITS NON-SELECTION**
  - \* HAS BEEN TREATED FAIRLY**
  - \* UNDERSTANDS HOW TO IMPROVE FUTURE  
PROPOSALS**
- **POLICY IS TO PROVIDE A DEBRIEFING  
TO UNSUCCESSFUL OFFERORS AS SOON  
AS POSSIBLE**

# NOTES

• •

# **MOCK SOURCE SELECTION COMPARING THE PROPOSALS AND SELECTING THE WINNER**

# NIGHT VISION FUTURE SIGHT

## BASIS FOR AWARD

- ANY AWARD TO BE MADE WILL BE BASED ON THE BEST OVERALL (I.E., BEST VALUE) PROPOSAL THAT IS DETERMINED TO BE THE MOST BENEFICIAL TO THE GOVERNMENT, WITH APPROPRIATE CONSIDERATION GIVEN TO THE THREE (3) EVALUATION FACTORS:
  - TECHNICAL
  - PERFORMANCE RISK
  - COST
- THE TECHNICAL FACTOR IS SLIGHTLY MORE IMPORTANT THAN THE PERFORMANCE RISK AND COST FACTORS COMBINED.
- THE PERFORMANCE RISK FACTOR IS APPROXIMATELY TWICE AS IMPORTANT AS THE COST FACTOR.
- TO RECEIVE CONSIDERATION FOR AWARD, A RATING OF NO LESS THAN "ACCEPTABLE" MUST BE ACHIEVED IN THE TECHNICAL FACTOR.
- THE AWARD MAY NOT NECESSARILY BE MADE TO THE LOWEST COST OFFEROR.

# EVALUATION FACTORS

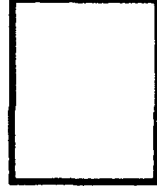
TECHNICAL



PERFORMANCE RISK



COST



# TECHNICAL FACTOR

## ENGINEERING APPROACH



- THE ENGINEERING APPROACH SUBFACTOR IS SIGNIFICANTLY MORE IMPORTANT THAN EITHER THE MANPRINT OR CONCURRENT ENGINEERING SUBFACTOR.

## MANPRINT



- THE MANPRINT AND CONCURRENT ENGINEERING SUBFACTORS ARE OF EQUAL IMPORTANCE AND TOGETHER ARE SLIGHTLY MORE IMPORTANT THAN THE ENGINEERING APPROACH SUBFACTOR.

## CONCURRENT ENGINEERING





# EVALUATION APPROACH

- **UNDERSTANDING OF PROBLEMS -**

EXTENT TO WHICH THE PROPOSAL DEMONSTRATES A CLEAR UNDERSTANDING OF ALL TECHNICAL FEATURES INVOLVED IN SOLVING THE PROBLEMS AND MEETING THE REQUIREMENTS. EXTENT TO WHICH UNCERTAINTIES ARE IDENTIFIED AND RESOLUTIONS PROPOSED.

- **FEASIBILITY OF APPROACH -**

THE EXTENT TO WHICH THE PROPOSED APPROACH IS WORKABLE AND THE END RESULTS ACHIEVABLE. THE EXTENT TO WHICH SUCCESSFUL PERFORMANCE IS CONTINGENT UPON UNTRIED AND UNPROVEN DEVICES AND TECHNIQUES WHICH MAY REQUIRE EXCESSIVE DEVELOPMENT. THE PROPOSAL WILL BE EVALUATED TO DETERMINE WHETHER THE OFFEROR'S METHODS AND APPROACH IN MEETING THE REQUIREMENTS IN A TIMELY MANNER PROVIDE THE GOVERNMENT WITH A HIGH LEVEL OF CONFIDENCE TO ENSURE SUCCESSFUL PERFORMANCE.

- **COMPLETENESS -**

EXTENT TO WHICH TECHNICAL REQUIREMENTS HAVE BEEN CONSIDERED, DEFINED, AND SATISFIED, RATING EACH PROPOSAL STRICTLY IN ACCORDANCE WITH ITS WRITTEN CONTENT ONLY. EVALUATORS WILL NOT ASSUME THAT THE OFFEROR'S PERFORMANCE WILL INCLUDE AREAS OF INVESTIGATION OR DEVELOPMENT NOT SPECIFIED IN ITS PROPOSAL.

- **SAMPLE HARDWARE DEMONSTRATION -**

THE SAMPLE HARDWARE DEMONSTRATION WILL BE USED FOR VERIFICATION PURPOSES IN CONJUNCTION WITH THE EVALUATION OF THE ENGINEERING APPROACH AND MANPRINT SUBFACTORS WITHIN THE TECHNICAL FACTOR. THE SAMPLES WILL BE INTEGRATED INTO US ARMY HELICOPTERS AND FLOWN THROUGH AVIATOR TRAINING MANUAL TASKS TO PROVIDE OPERATIONAL PERFORMANCE AND RELIABILITY INFORMATION WITH RESPECT TO STATED PARAMETERS.

# **ADJECTIVAL RATING DEFINITIONS**

- **OUTSTANDING -**

**A PROPOSAL THAT HAS A SIGNIFICANT ADVANTAGE(S) IN MEETING THE RFP REQUIREMENTS WHICH IS NOT OFFSET BY A DISADVANTAGE(S).**

- **GOOD -**

**A PROPOSAL THAT MEETS THE REQUIREMENTS OF THE RFP AND HAS AN ADVANTAGE(S) WHICH IS NOT OFFSET BY A DISADVANTAGE(S).**

- **ACCEPTABLE -**

**A PROPOSAL THAT BARELY MEETS THE REQUIREMENTS OF THE RFP AND/OR HAS A SIGNIFICANT DISADVANTAGE(S).**

- **SUSCEPTIBLE -**

**A PROPOSAL THAT DOES NOT CLEARLY MEET THE REQUIREMENTS OF THE RFP AND/OR APPEARS TO BE AN UNACCEPTABLE APPROACH. OFFEROR CAN CORRECT WITHOUT A MAJOR REWRITE OF THE PROPOSAL.**

- **UNACCEPTABLE -**

**A PROPOSAL THAT HAS MINIMAL OR NO CHANCE OF SUCCESS AND CONTAINS DEFICIENCIES WHICH REQUIRE A MAJOR REWRITE OF THE PROPOSAL TO CORRECT.**

# PERFORMANCE RISK FACTOR

- PAST PERFORMANCE WILL BE EVALUATED FOR THE PURPOSE OF ASSESSING THE RELATIVE PERFORMANCE RISK ASSOCIATED WITH EACH OFFEROR'S PROPOSAL. THE GOVERNMENT WILL CONDUCT A PERFORMANCE RISK ASSESSMENT BASED UPON THE OFFEROR'S (INCLUDING TEAM MEMBERS/MAJOR SUBCONTRACTORS) CURRENT AND PAST RECORD OF PERFORMANCE AS IT RELATES TO THE PROBABILITY OF SUCCESSFUL ACCOMPLISHMENT OF THE REQUIRED EFFORT.
- THE GOVERNMENT WILL FOCUS ITS INQUIRY INTO THE OFFEROR'S RECORD OF PERFORMANCE AS IT RELATES TO ALL SOLICITATION REQUIREMENTS, INCLUDING COST, SCHEDULE AND PERFORMANCE.
- A SIGNIFICANT ACHIEVEMENT, PROBLEM, OR LACK OF RELEVANT DATA IN ANY ELEMENT OF THE WORK CAN BECOME AN IMPORTANT CONSIDERATION IN THE SOURCE SELECTION PROCESS. THEREFORE, OFFERORS ARE REMINDED TO INCLUDE ALL RELEVANT PAST EFFORTS IN THEIR PROPOSALS.
- IN CONDUCTING THE PERFORMANCE RISK ASSESSMENT, THE GOVERNMENT MAY ALSO CONSIDER DATA EXTRINSIC TO THE PROPOSAL WHICH IS AVAILABLE FROM OTHER SOURCES.

# **PERFORMANCE RISK DEFINITIONS**

- **LOW RISK -**

LITTLE DOUBT EXISTS, BASED ON THE OFFEROR'S PERFORMANCE RECORD, THAT THE OFFEROR CAN PERFORM THE PROPOSED EFFORT.

- **MODERATE RISK -**

SOME DOUBT EXISTS, BASED ON THE OFFEROR'S PERFORMANCE RECORD, THAT THE OFFEROR CAN PERFORM THE PROPOSED EFFORT.

- **HIGH RISK -**

SIGNIFICANT DOUBT EXISTS, BASED ON THE OFFEROR'S PERFORMANCE RECORD, THAT THE OFFEROR CAN PERFORM THE PROPOSED EFFORT.

# COLOR CODES KEY

TECHNICAL

PERFORMANCE RISK

OUTSTANDING

LOW

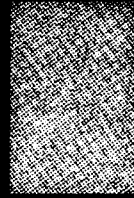
GOOD



ACCEPTABLE



MODERATE



SUSCEPTIBLE

HIGH

UNACCEPTABLE

# **COST FACTOR**

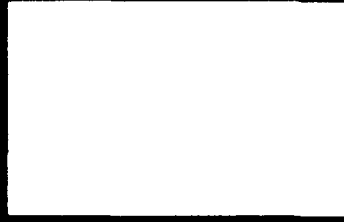
- **THE GOVERNMENT WILL CONSIDER THE OFFEROR'S TOTAL EVALUATED COST.**  
.....
- **THE REALISM OF THE OFFEROR'S PROPOSED COSTS IN RELATION TO THE OFFEROR'S SPECIFIC TECHNICAL APPROACH WILL BE EVALUATED BY DETERMINING WHAT THE GOVERNMENT THINKS THE OFFEROR'S APPROACH WILL MOST PROBABLY COST THE GOVERNMENT WHEN THE WORK PERFORMED UNDER THE CONTRACT IS COMPLETED.**
- **TO THE DEGREE THAT THE GOVERNMENT'S MOST PROBABLE COST ESTIMATE EXCEEDS THE OFFEROR'S PROPOSED COST PLUS FEE, THE PROPOSED COST PLUS FEE WILL BE ADJUSTED UPWARD FOR PURPOSES OF EVALUATION ONLY.**

# OVERALL FACTOR SUMMARY

## INITIAL EVALUATION RESULTS

A B C D E

TECH



PERF RISK



COST

S410M S470M S345M S440M S505M

# OVERALL FACTOR SUMMARY

## INTERIM EVALUATION RESULTS

A C D E

TECHNICAL

PERFORMANCE  
RISK

COST

S390M

S345M

S430M

S505M



# OVERALL FACTOR SUMMARY

## FINAL EVALUATION RESULTS

A C D



TECHNICAL



PERFORMANCE  
RISK

COST

\$370M

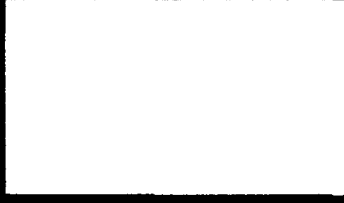
\$330M

\$410M

# TECHNICAL FACTOR SUMMARY

## FINAL EVALUATION RESULTS

A C D



ENGINEERING  
APPROACH



MANPRINT

CONCURRENT  
ENGINEERING



# TECHNICAL FACTOR - OFFEROR C FINAL EVALUATION RESULTS

## ADVANTAGES      DISADVANTAGES



### ENGINEERING APPROACH

- Efficient and effective design and construction process
- High quality of workmanship and materials
- Strong commitment to customer service and satisfaction
- Proven track record of successful projects
- Comprehensive project management and oversight



### MANPRINT

- Experienced and highly skilled project management team
- Strong commitment to customer service and satisfaction
- Proven track record of successful projects
- Comprehensive project management and oversight
- Strong commitment to quality and safety

### CONCURRENT ENGINEERING

- Efficient and effective design and construction process
- High quality of workmanship and materials
- Strong commitment to customer service and satisfaction
- Proven track record of successful projects
- Comprehensive project management and oversight
- Strong commitment to quality and safety

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- Comprehensive project management and oversight



# PERFORMANCE RISK FACTOR SUMMARY

## FINAL EVALUATION RESULTS

A



C

D

# PERFORMANCE RISK FACTOR - OFFEROR A

## FINAL EVALUATION RESULTS

### ADVANTAGES

- EXCELLENT ON TIME DELIVERY RECORD FOR PRIME AND ALL MAJOR SUBCONTRACTORS
- 8% REJECT RATE IN GROUP A TESTING
- GENERALLY POSITIVE ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE BY PRIME AND 1 OF 2 MAJOR SUBCONTRACTORS BY PAST/PRESENT CUSTOMERS AND DCMC
- COST/SCHEDULE CONTROL SYSTEM SUCCESSFULLY IMPLEMENTED ON 3 COMPARABLE CONTRACTS

### DISADVANTAGES

- LIMITED EXPERIENCE IN MANUFACTURING CURRENT GENERATION NIGHT VISION DEVICES
- PRODUCED MINIMAL QUANTITIES OF DEVICES TO DATE (2500)
- SIGNIFICANT TECHNICAL PERFORMANCE PROBLEMS IDENTIFIED FOR 1 MAJOR SUBCONTRACTOR BY PAST/PRESENT CUSTOMERS AND DCMC
- PRIOR CONCURRENT ENGINEERING EXPERIENCE IS LIMITED TO SIGNIFICANTLY LESS COMPLEX PROGRAMS

# PERFORMANCE RISK FACTOR - OFFEROR C

## FINAL EVALUATION RESULTS

### ADVANTAGES

- 10 YEARS EXPERIENCE IN MANUFACTURING CURRENT GENERATION NIGHT VISION DEVICES
- PRODUCED SIGNIFICANT QUANTITIES OF DEVICES TO DATE (45,000)
- PRIME HAS 95% ON TIME DELIVERY RECORD; MAJOR SUBCONTRACTORS HAVE CONSISTENTLY LOW DELINQUENCY RATES
- MAJOR SUBCONTRACTOR RECEIVED THE MALCOLM BALDRIGE QUALITY AWARD
- CONSISTENTLY POSITIVE ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE BY PRIME AND 2 OF 3 MAJOR SUBCONTRACTORS BY PAST/PRESENT CUSTOMERS AND DCMC
- EFFECTIVENESS OF COST/SCHEDULE CONTROL SYSTEM REPORTING ON PRIOR CONTRACTS HAS GREATLY FACILITATED PROGRAM MANAGEMENT AND THE EARLY DETECTION AND RESOLUTION OF PROBLEMS

### DISADVANTAGES

- 20% REJECT RATE IN GROUP A TESTING
- VERY LIMITED UTILIZATION OF, OR EXPERIENCE WITH, CONCURRENT ENGINEERING PRINCIPLES AND TECHNIQUES



# PERFORMANCE RISK FACTOR - OFFEROR D

## FINAL EVALUATION RESULTS

### ADVANTAGES

- 5 YEARS EXPERIENCE IN MANUFACTURING CURRENT GENERATION NIGHT VISION DEVICES
- PRODUCED MODERATE QUANTITIES OF DEVICES TO DATE (20,000)
- NUMBER OF RECURRING REJECTS DECREASING STEADILY
- CORRECTIVE ACTION TIMELY AND EFFECTIVE
- CONSISTENTLY POSITIVE ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE BY 1 OF 4 MAJOR SUBCONTRACTORS, AND FOR PRIME DURING PRECEDING 6-12 MONTHS, BY PAST/PRESENT CUSTOMERS AND DCMC. GENERALLY POSITIVE ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE FOR 1 ADDITIONAL MAJOR SUBCONTRACTOR
- CORPORATE-WIDE CONCURRENT ENGINEERING PROGRAM IN PLACE; WORKFORCE THOROUGHLY TRAINED AND FAMILIAR WITH KEY CONCURRENT ENGINEERING CONCEPTS

### DISADVANTAGES

- 2 OF 4 MAJOR SUBCONTRACTORS HAVE HIGH DELINQUENCY RATES (15-25%)
- PRIME WAS ON DLA'S CONTRACTOR IMPROVEMENT PROGRAM AND AMC'S CONTRACTORS REQUIRING SPECIAL ATTENTION PROGRAM DUE TO POOR PERFORMANCE (REMOVED IN MARCH 1983); 1 MAJOR SUBCONTRACTOR IS CURRENTLY IN BOTH PROGRAMS
- 30% REJECT RATE IN GROUP A TESTING
- EXPERIENCED COST OVERRUNS ON 25% OF COST TYPE CONTRACTS
- GENERALLY POOR ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE BY 2 OF 4 MAJOR SUBCONTRACTORS BY PAST/PRESENT CUSTOMERS AND DCMC
- COST/SCHEDULE CONTROL SYSTEM REPORTING HAS FAILED TO ACCURATELY PORTRAY STATUS OF CONTRACT PERFORMANCE

# **COST FACTOR SUMMARY**

## **FINAL EVALUATION RESULTS**

**A**

**\$370M**

**C**

**\$330M**

**D**

**\$410M**

# **COST FACTOR**

## **FINAL EVALUATION RESULTS**

|                                 | <b>A</b>                                                                                                                                         | <b>C</b>      | <b>D</b>                                                                                                                                      |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROPOSED<br/>COST (BAFO)</b> | <b>\$365M</b>                                                                                                                                    | <b>\$330M</b> | <b>\$380M</b>                                                                                                                                 |
| <b>EVALUATED<br/>COST</b>       | <b>\$370M</b>                                                                                                                                    | <b>\$330M</b> | <b>\$410M</b>                                                                                                                                 |
|                                 | <ul style="list-style-type: none"> <li>• INCONSISTENCY IN<br/>REQUIRED NUMBER<br/>OF MANHOURS IN<br/>TECHNICAL AND<br/>COST PROPOSALS</li> </ul> |               | <ul style="list-style-type: none"> <li>• DISCREPANCY<br/>BETWEEN OFFEROR<br/>D'S PROPOSED AND<br/>DCAA APPROVED<br/>OVERHEAD RATES</li> </ul> |

## **BALLOT**

**AS THE SOURCE SELECTION AUTHORITY FOR THE NIGHT VISION  
FUTURE SIGHT ACQUISITION AND BASED UPON MY REVIEW AND  
COMPARISON OF THE COMPETING PROPOSALS, IT IS MY  
DETERMINATION THAT OFFEROR**

**A**

**C**

**D**

**REPRESENTS THE BEST VALUE TO THE GOVERNMENT.**

**PLEASE CIRCLE YOUR BEST VALUE SELECTION**

# • STRATEGIC VISION FOR • CALS AT CECOM

RICHARD ULDRICH  
CALS PRINCIPAL  
CECOM CALS SUPPORT OFFICE

UNCLASSIFIED

# ● CALS VISION ●

## WHAT IS CALS?

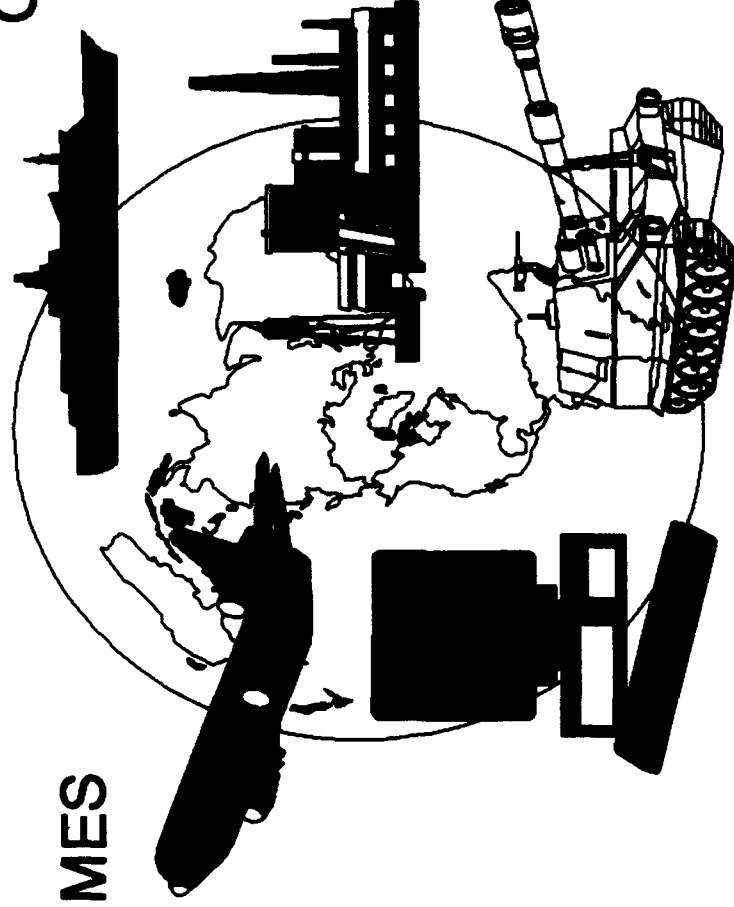
---

- Continuous Acquisition and Life-Cycle Support
- Integration of digital technical information for weapon systems
  - Acquisition
  - Design
  - Manufacture
  - Life cycle support
- Transition from paper to digital information

# GOALS

BUY INFORMATION  
ONCE  
USE MANY TIMES

MAKE BEST USE OF  
CALS/COMMERCIAL  
STANDARDS

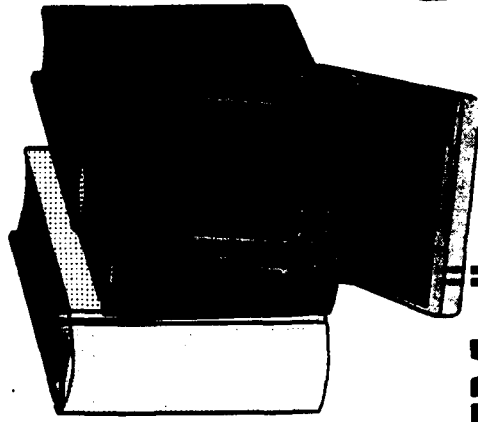


ESTABLISH  
INTEGRATED  
PRODUCT  
DATABASES

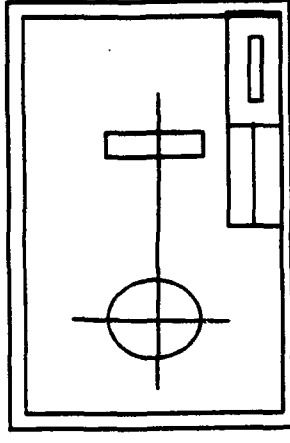
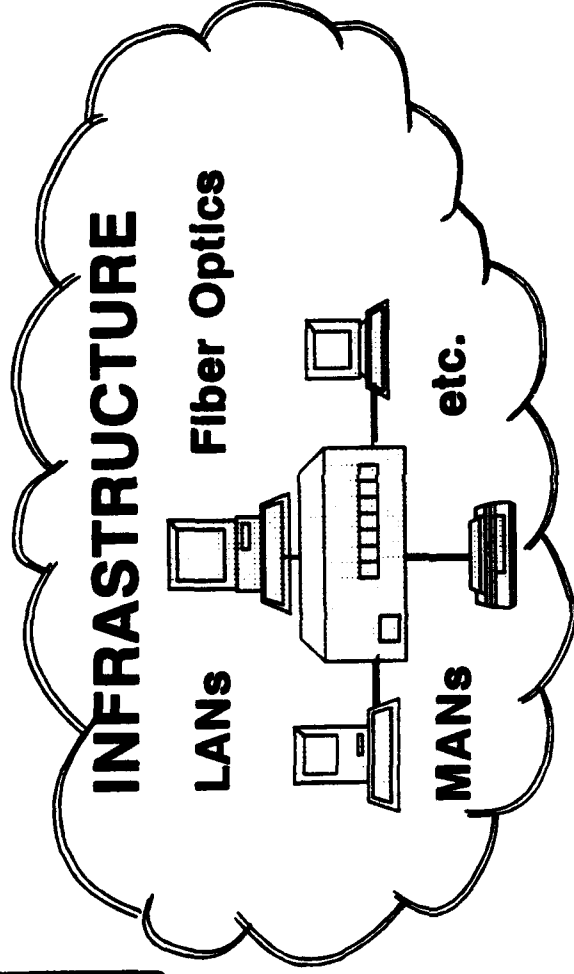
UTILIZE  
AUTOMATION  
AS RESOURCE  
MULTIPLIER

PREPARE FOR TOMORROW'S CALS ENVIRONMENT

# CÉCOM CALS ENVIRONMENT

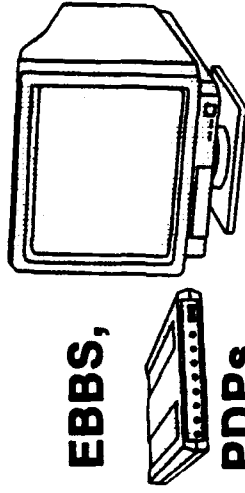


**"TMS"**  
**MANUALS,**  
**LSA DATA, etc.**



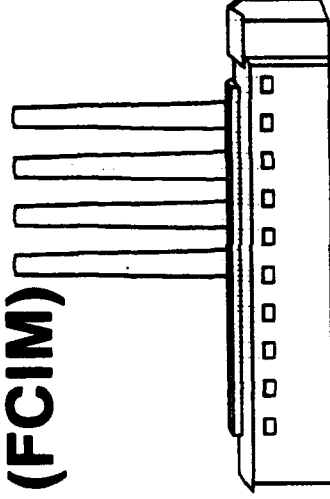
**DRAWINGS**  
**(DSREDS)**

**ELECTRONIC**  
**PROCUREMENT**



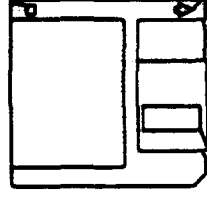
**EBBS,**  
**PDPs,**  
**SOLICITATIONS, etc.**

**COMPUTERIZED**  
**MANUFACTURING**  
**(FCIM)**



**CALS TESTBED**

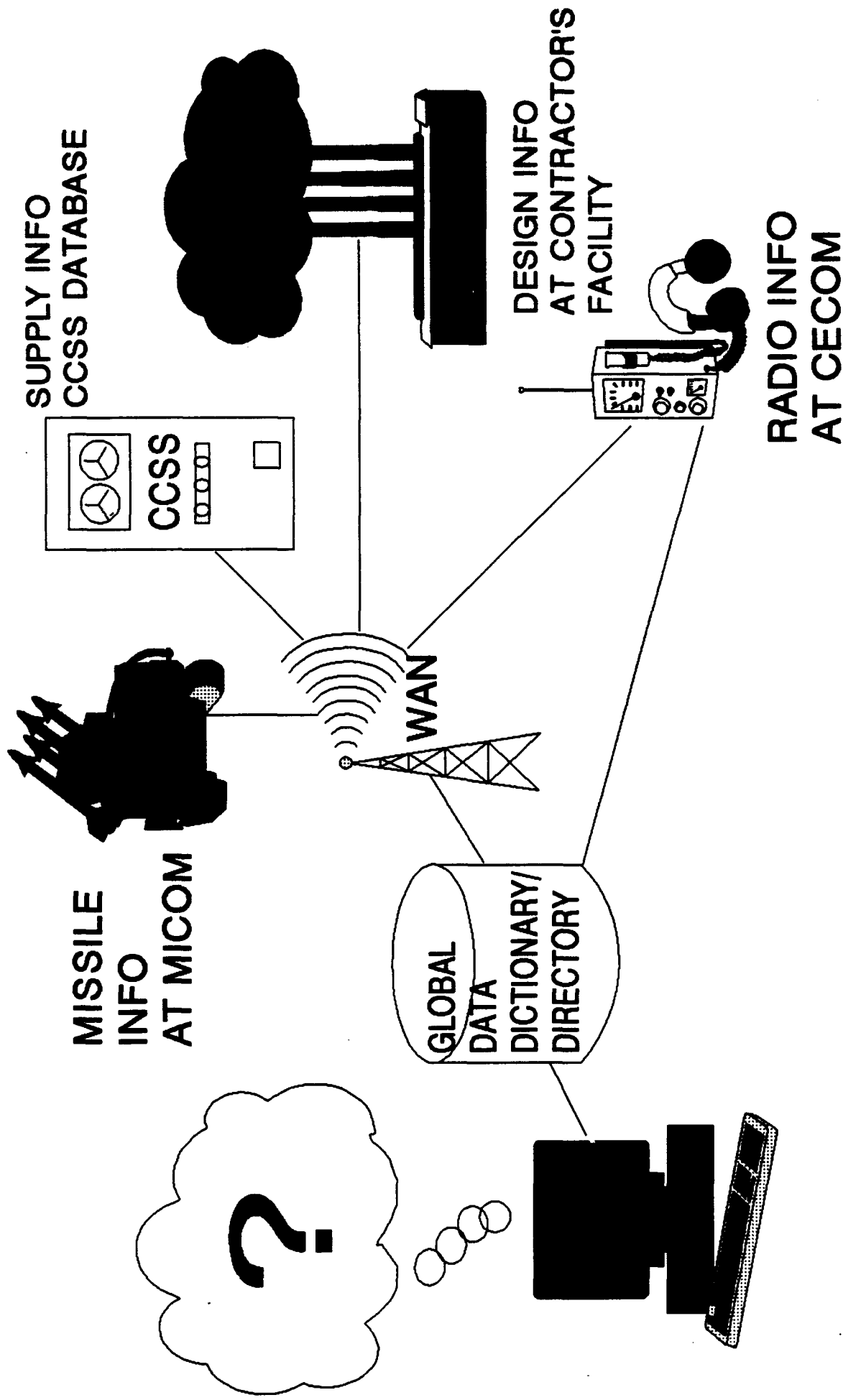
**ENGINEERING**  
**DATA**  
**DESIGN DATA, SPECS,**  
**REPORTS, etc.**





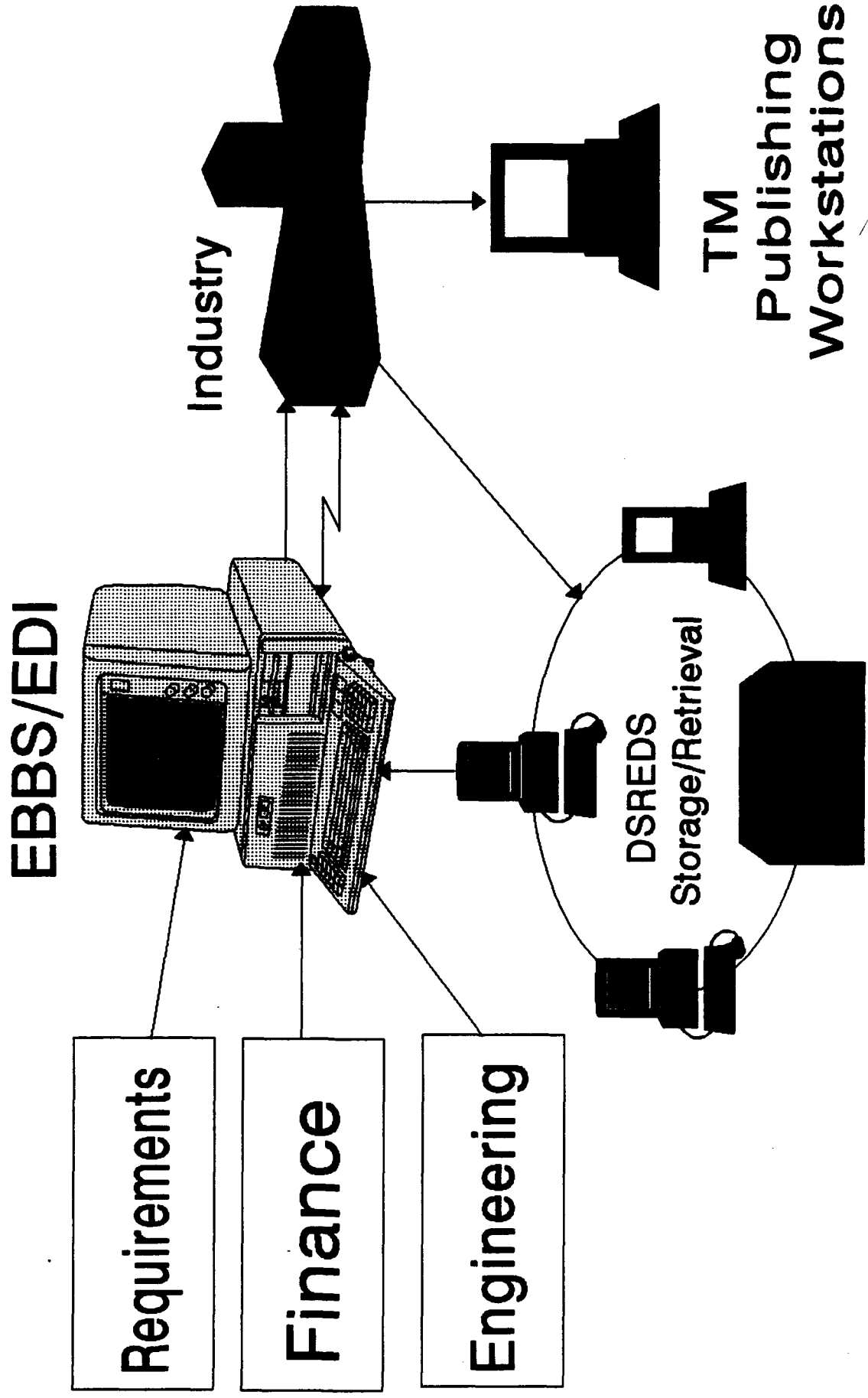
# •CALS USER CAPABILITY•

---



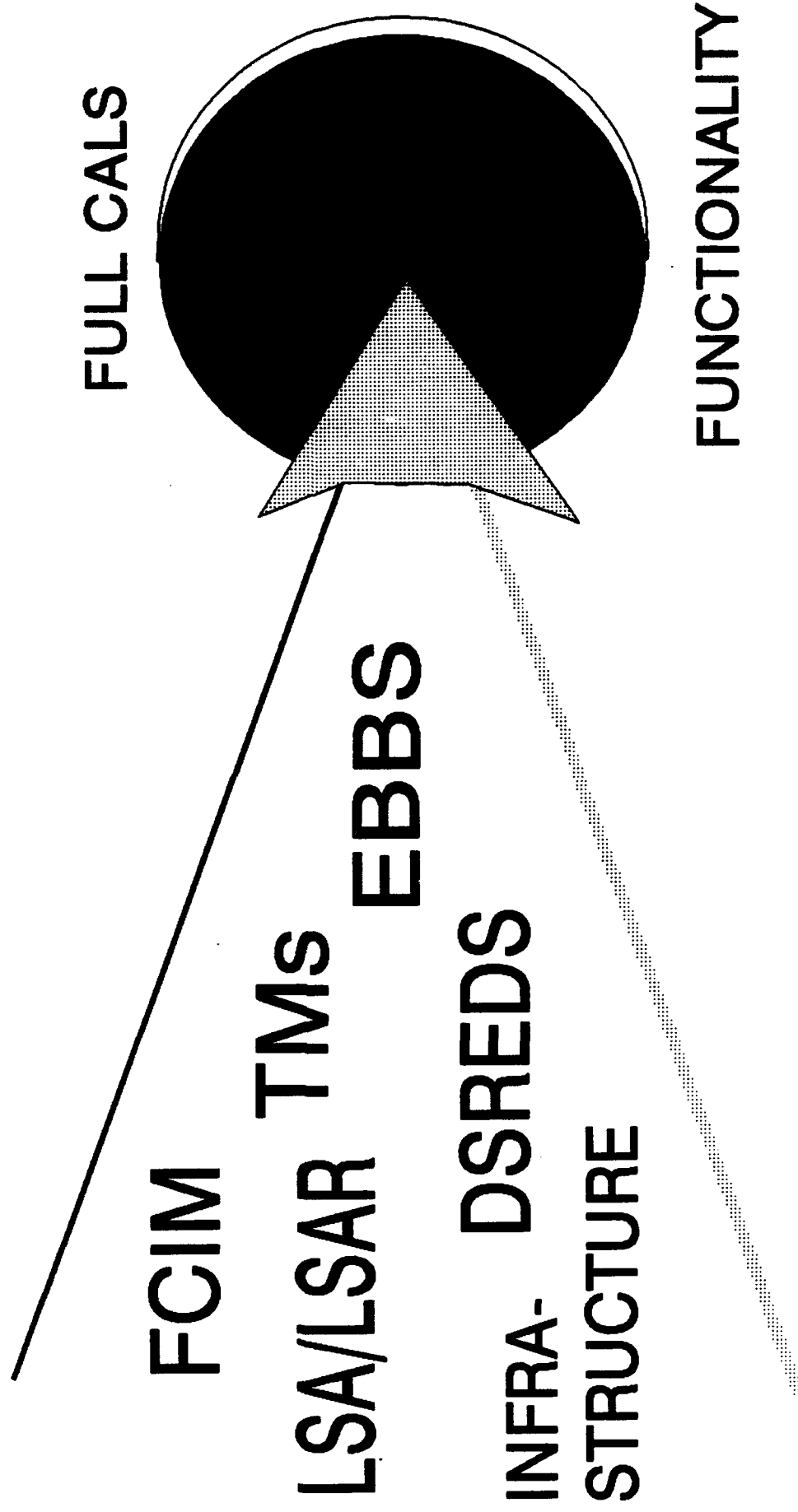
# CALS VISION

## ELECTRONIC PROCUREMENT



# ● ON TARGET ●

---



# • WHERE WE ARE GOING •

## Infrastructure

LONG  
TERM  
FUTURE  
➔

NEAR  
TERM  
➔

TODAY  
➔

NETWORKS

LAN/WAN

60% MAN

100% MAN

H/W & S/W

50% 386/486

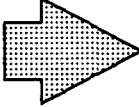
100% 386/486

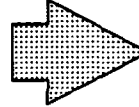
MS OFFICE

MS OFFICE

# • WHERE WE ARE GOING •

## Logistics

**TODAY**  **DIGITAL  
CONTRACT  
REQM'TS**

**MID  
TERM**  **SGML  
CONTRACT  
LANGUAGE**

**FULL CALS  
COMPLIANT  
SYSTEM**

**TMS**

**LSA**

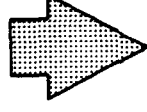
**BASIC  
CALS  
CONTRACT  
LANGUAGE**

**1388-2B  
VALIDATED  
SOFTWARE  
FULL CALS  
CONTRACT  
LANGUAGE**

# • WHERE WE ARE GOING •

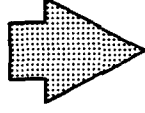
## Engineering Data

LONG  
TERM



VECTOR

NEAR  
TERM

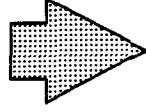


DIGITAL

DIGITAL/MYLAR

30 DAY  
BUILD  
RQM'TS TO  
DELIVERY

TODAY



DRAWINGS RASTER

MYLAR

FULL  
CECOM/TOAD

ON-LINE  
TOBYHANNA  
(TOAD)

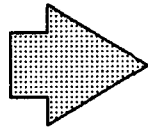
MP's

FCIM

# • WHERE WE ARE GOING •

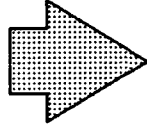
## Electronic Procurement

TODAY



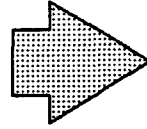
Individual  
EBBS

NEAR  
TERM



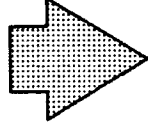
One  
Number  
IFB

MID  
TERM



One  
Number  
RFP

LONG  
TERM



Electronic  
Commerce

# **POINT OF CONTACT**

**RICHARD ULDRICH**  
**(908) 532-4524**



# NOTES

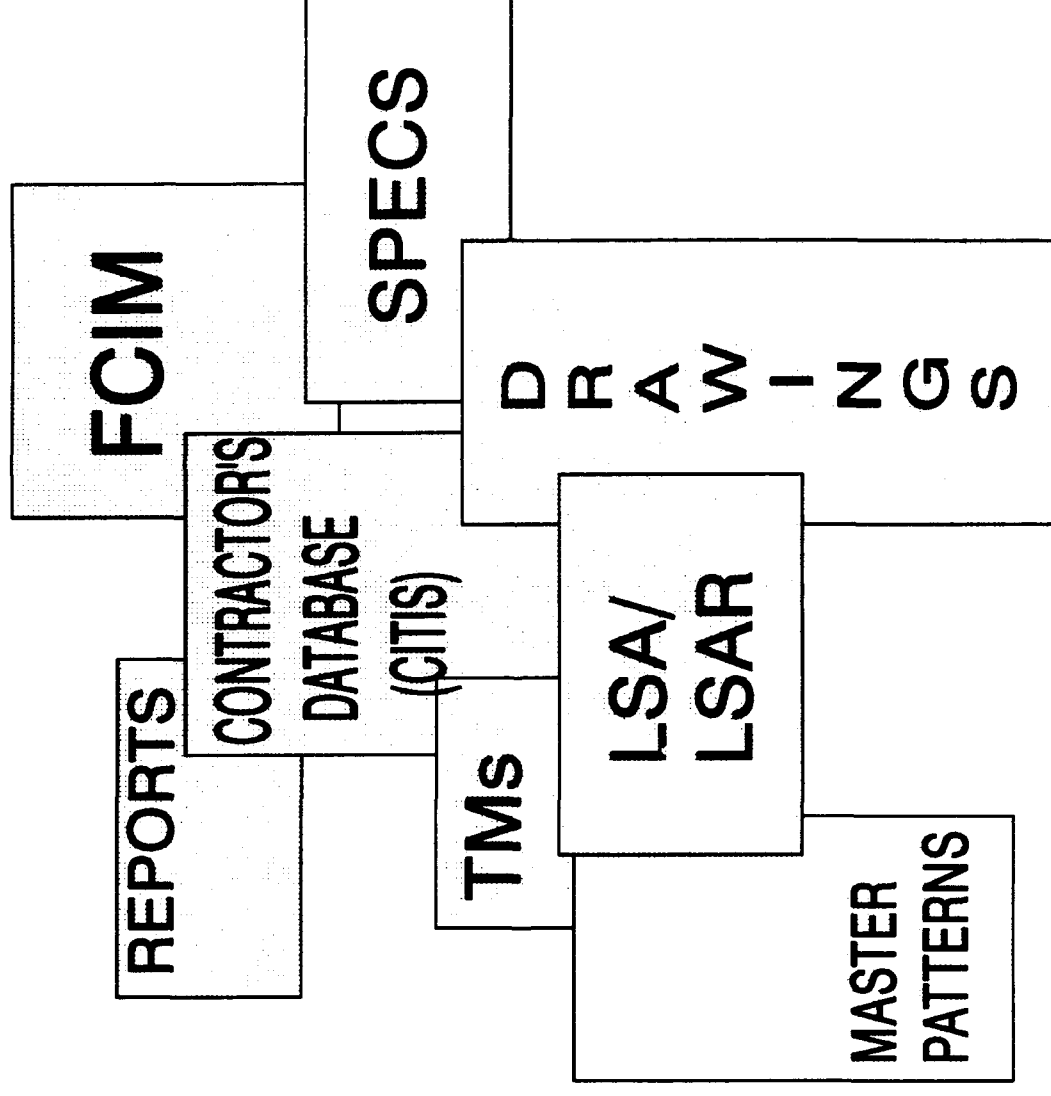
**●  
INTEGRATED WEAPON SYSTEM DATABASE  
●  
AND  
DATA STANDARDS APPLICATION**

**PATRICIA SILVER  
CECOM CALS SUPPORT OFFICE**

**UNCLASSIFIED**

# ● APPLICATION OF CALS DATA STANDARDS ●

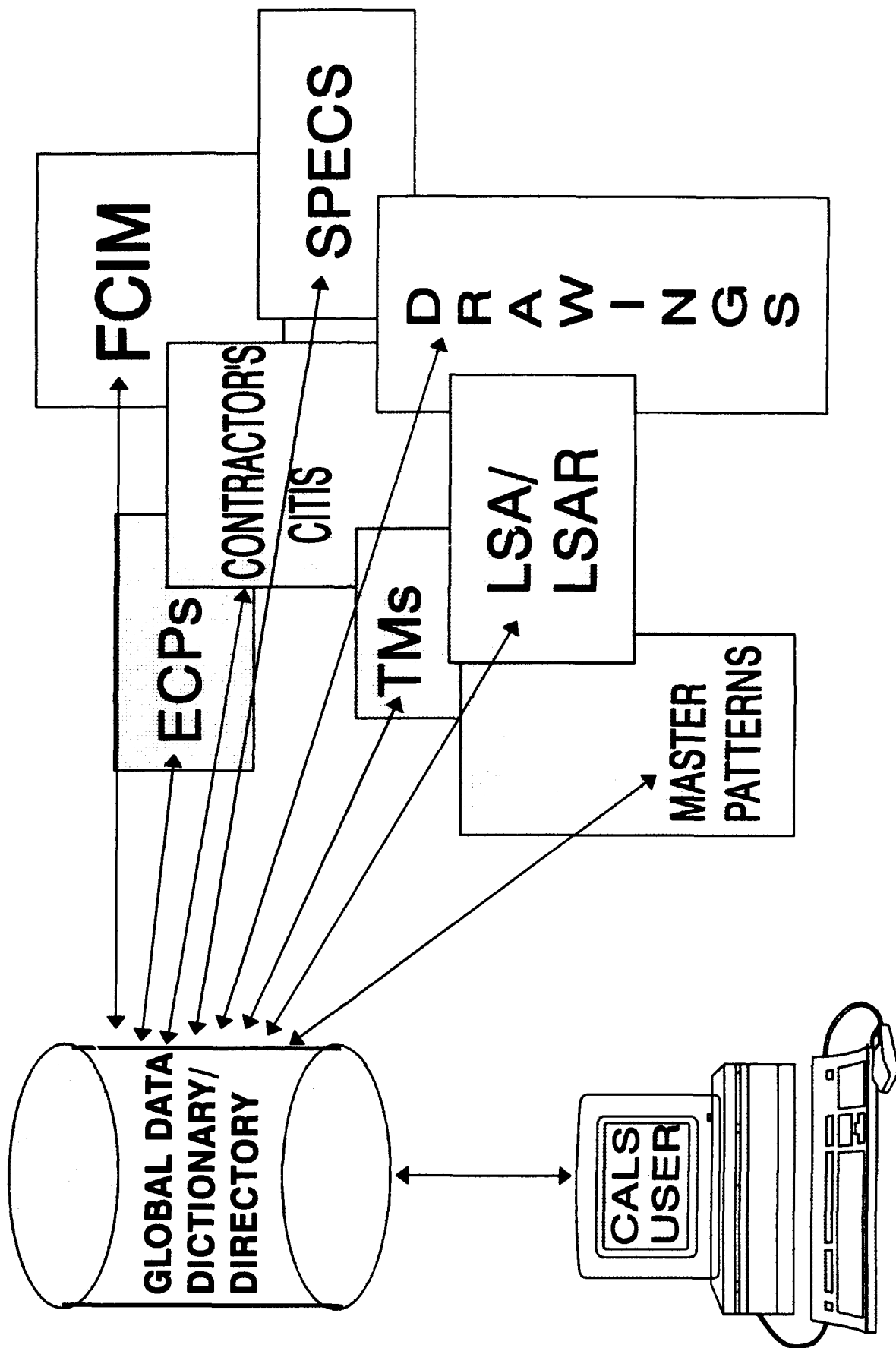
---



GOAL: Population of an Integrated  
Weapon System Database (IWSDB)

# ● INTEGRATED WEAPON SYSTEM DATABASE ●

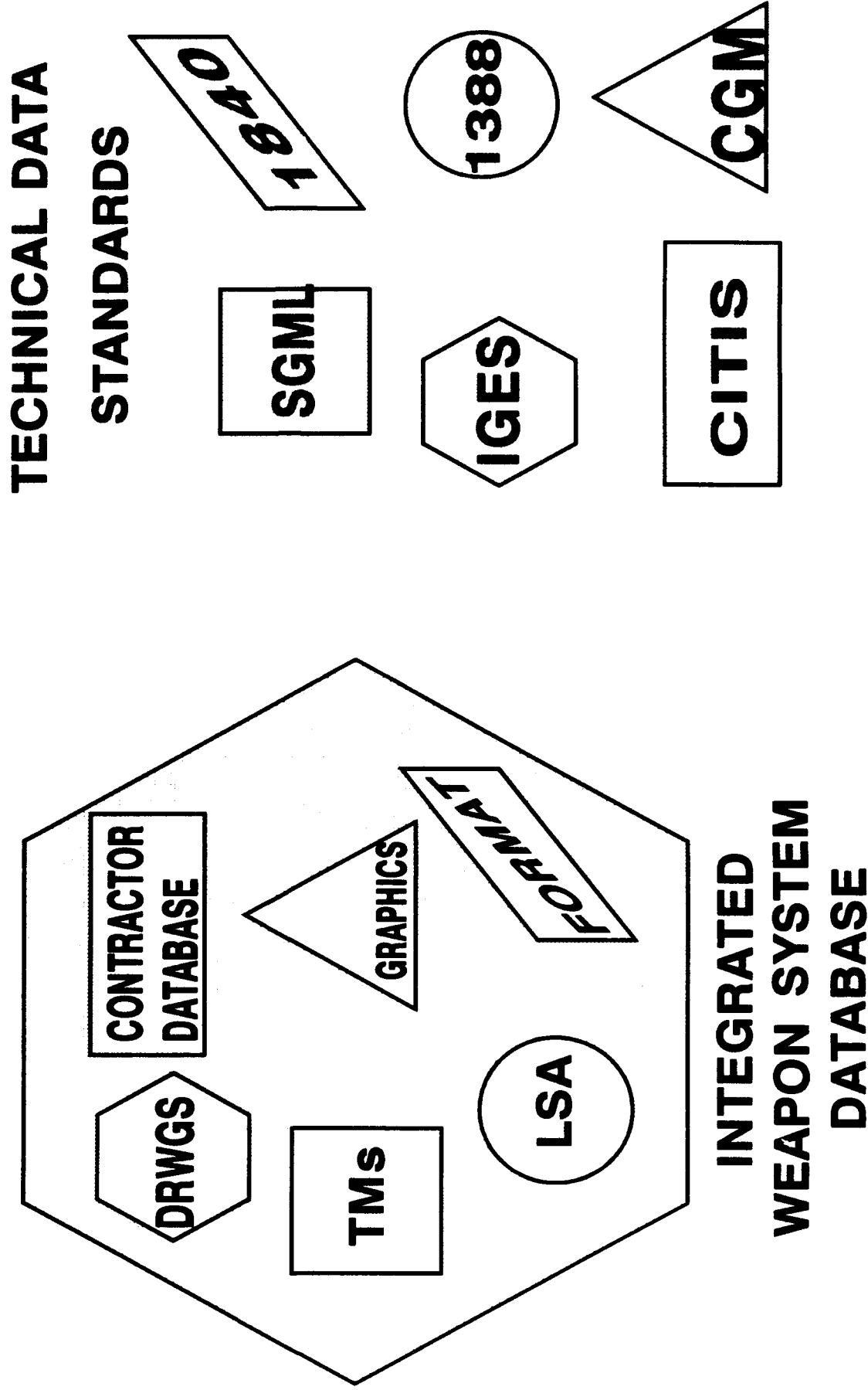
GLOBAL DATA DICTIONARY/DIRECTORY



# ● MAKING THE PIECES FIT ●

## TECH DATA STDS APPLICATION

---



# CALS STANDARDS

| DoD STANDARD          | NATIONAL/INTERNATIONAL<br>STANDARD | APPLICATION                                             |
|-----------------------|------------------------------------|---------------------------------------------------------|
| MIL-STD-1840B         |                                    | Data Interchange, File Management                       |
| MIL-STD-1388-1A/2A/2B |                                    | LSA/LSAR                                                |
| MIL-D-28000           | IGES                               | CAD, Vector Graphics                                    |
| MIL-M-28001           | SGML                               | Automated Publishing                                    |
| MIL-R-28002           | CCITT 4 RASTER                     | Raster Scanned Images                                   |
| MIL-D-28003           | CGM                                | Vector Graphics                                         |
| PDES                  |                                    | Product Data Exchange                                   |
| MIL-HDBK-59B          |                                    | CALS Implementation Guide                               |
| CITIS                 |                                    | Contractor Integrated Technical<br>Information Services |

# ● CONTRACTOR INTEGRATED TECHNICAL INFORMATION SERVICES (CITIS)

---

- Government Access and/or Delivery of Contractually Required Digital Data Held in the Contractor's Database
- Access Levels to be negotiated
- Government Option to Take Data In-house if Required

# ● ● SPECIFICATIONS AND STANDARDS

---

- How to Obtain Specifications and Standards

Department of Defense Single Stock Point

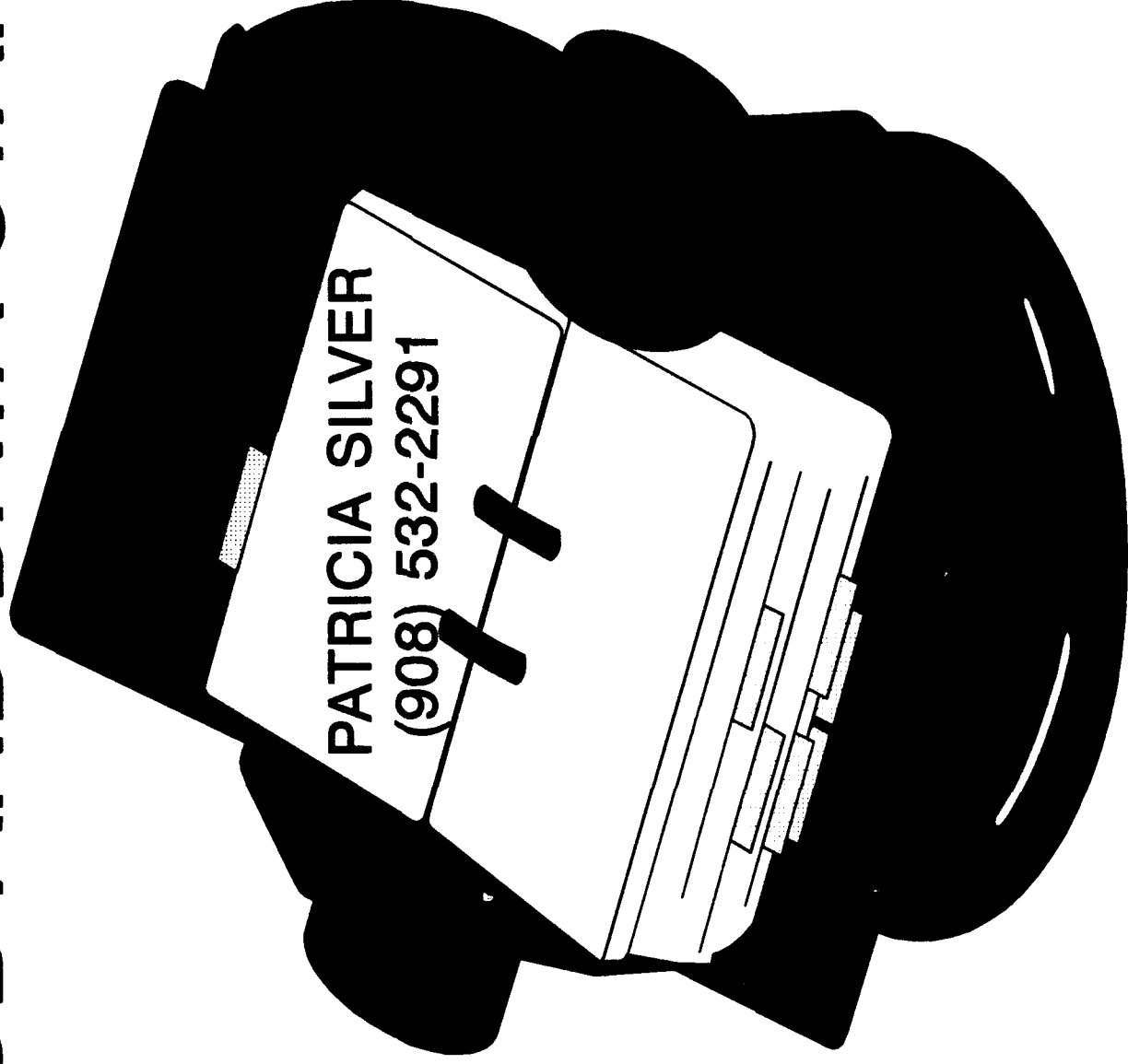
DODSSP

Subscription Services Desk  
700 Robbins Avenue, Bldg 4D  
Philadelphia, PA 19111-5094





# POINT OF CONTACT IWSDb AND DATA STANDARDS



# NOTES

• •

**CECOM**

**INFRASTRUCTURE**

**MR. RAYMOND R. RUSSOMANO**

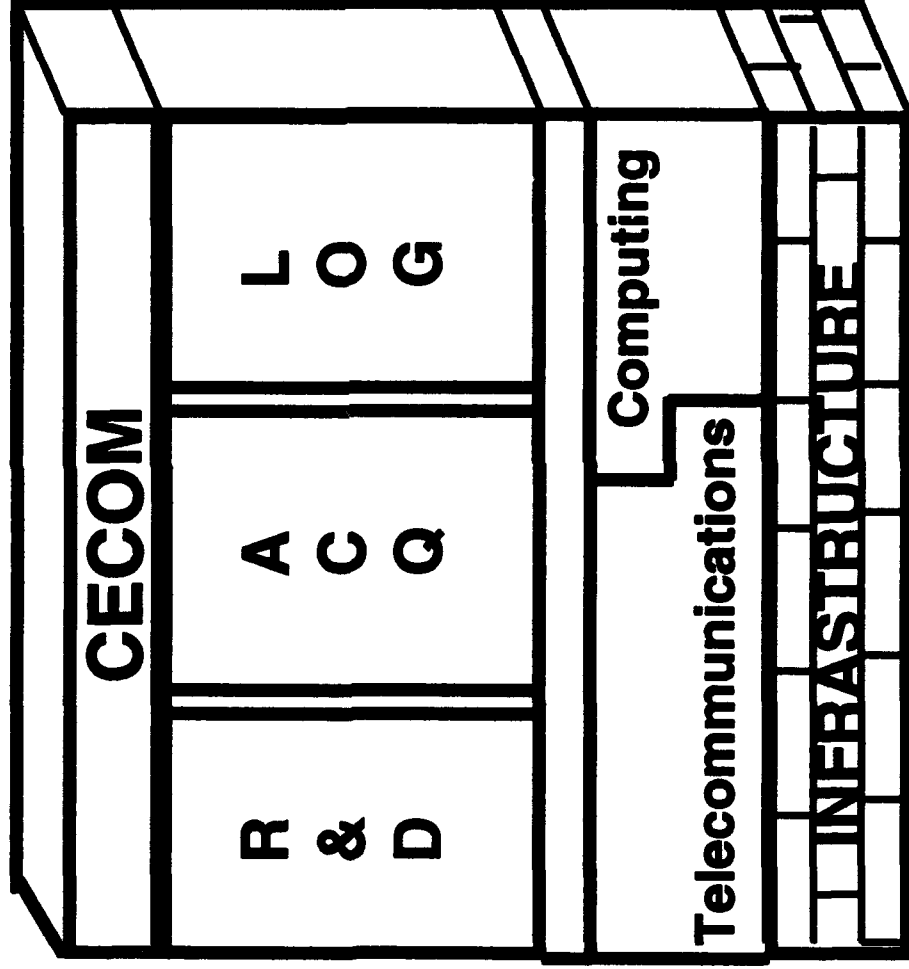
**DEPUTY DIRECTOR**

**FOR BUSINESS SYSTEMS INTEGRATION, DCI**

**UNCLASSIFIED**

- 
- 
- 

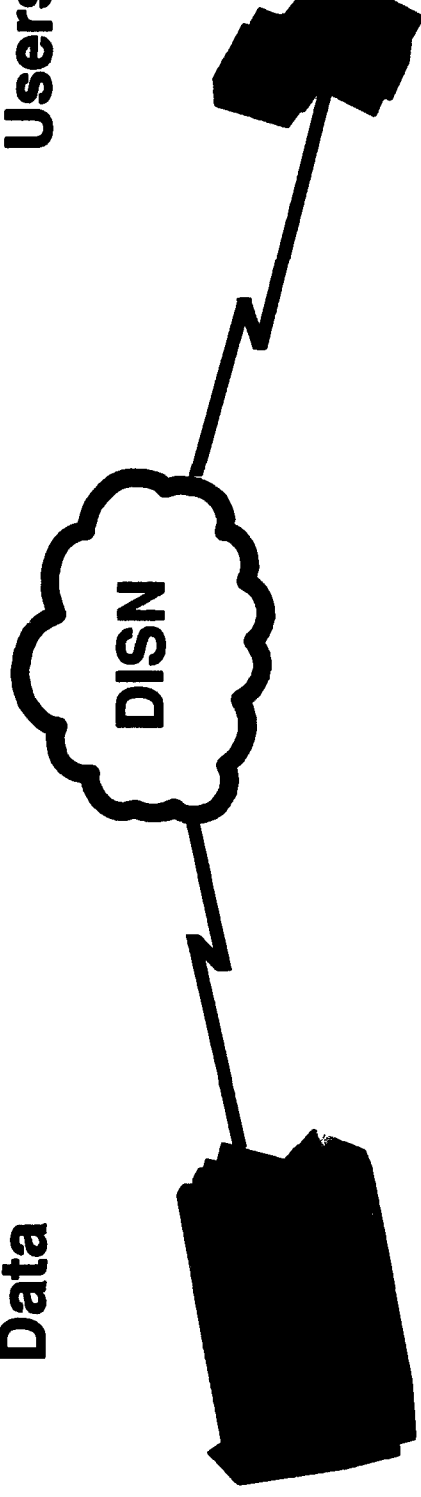
# Information Technology is a Key Component Leading CECOM to Full CALS Functionality



# CORPORATE AUTOMATION ARCHITECTURE

Corporate  
Data

Corporate  
Users



Chambersburg Pa

Amdahl

MVS/XA

CICS

DOD SNA WAN

T1 Lines

IDNX Multiplexors

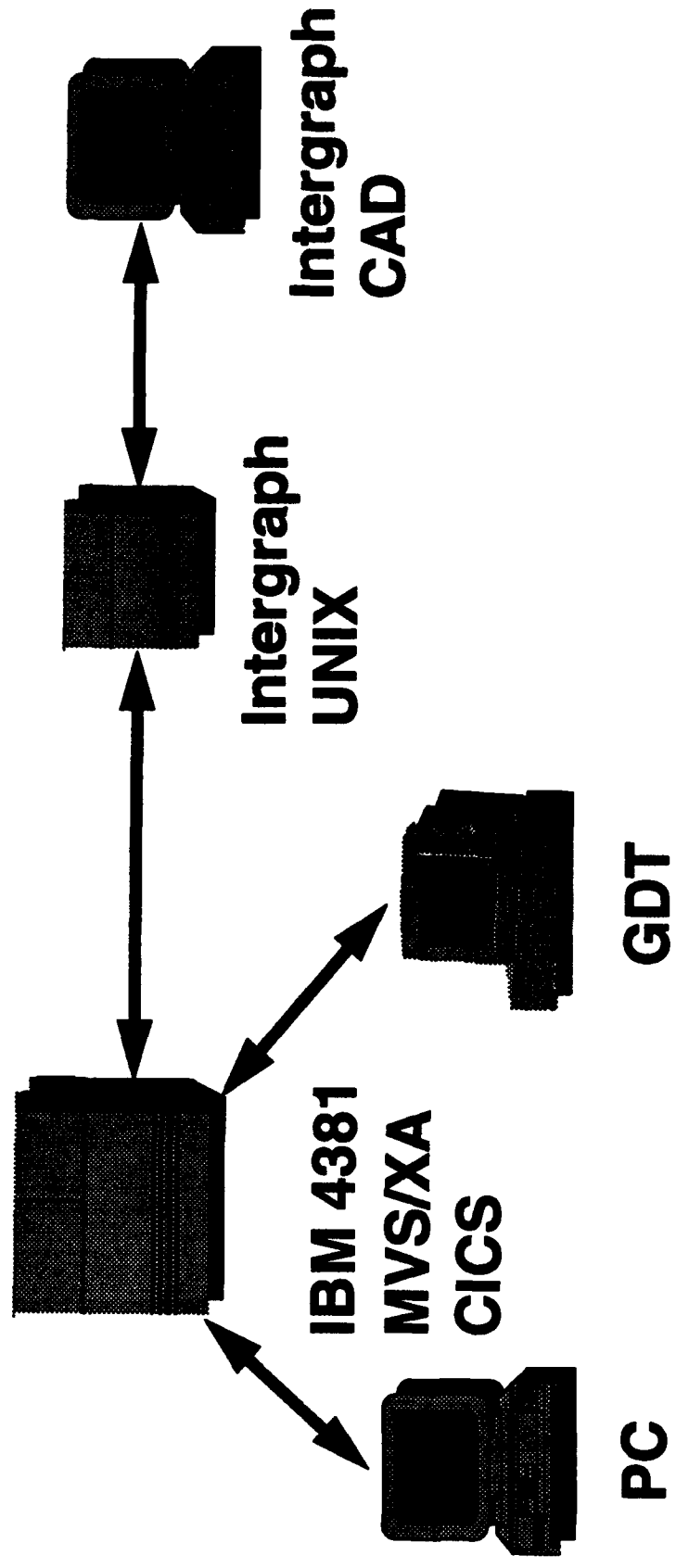
Fort Monmouth NJ

Local

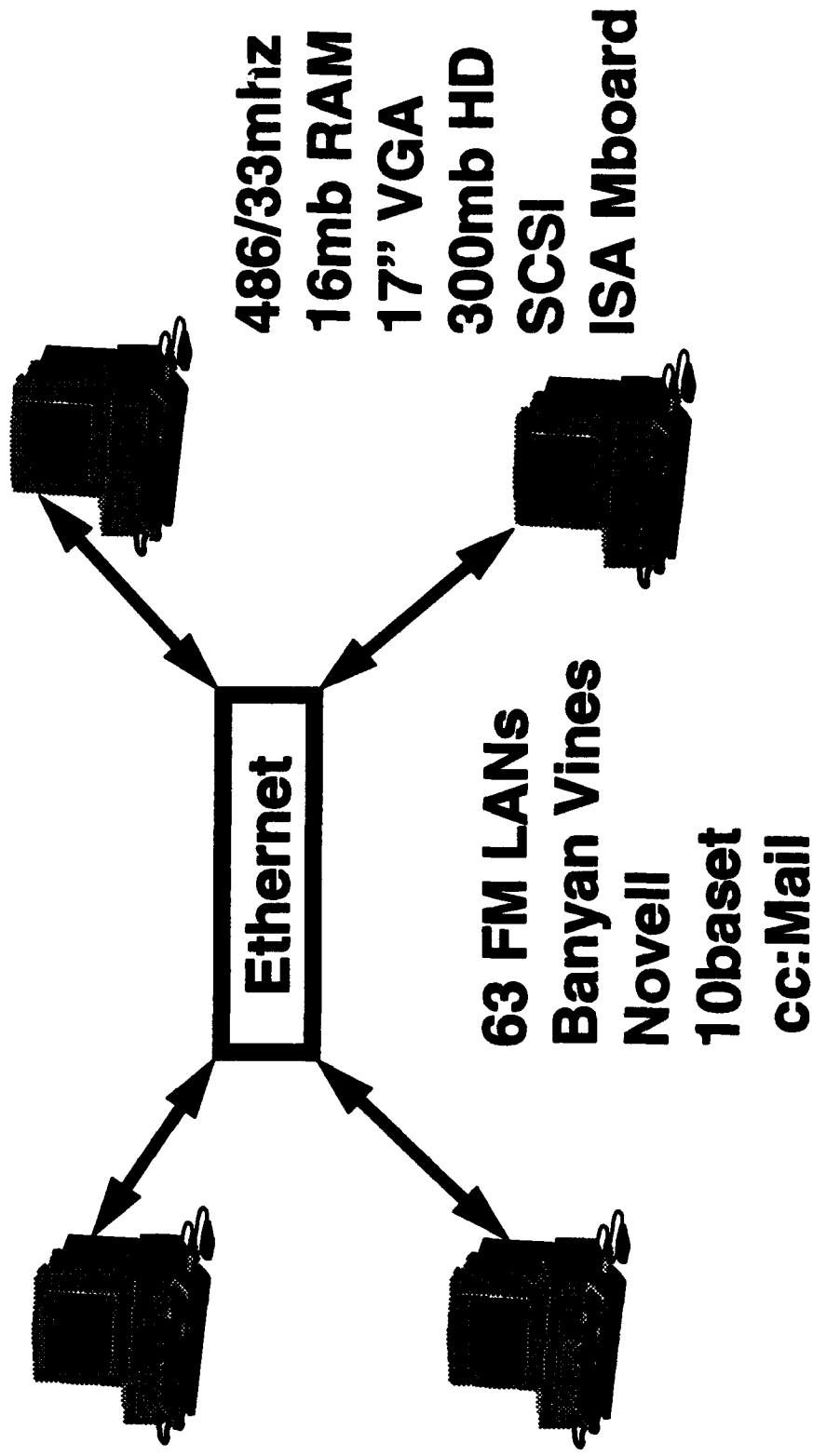
Networks

# DEPARTMENTAL AUTOMATION ARCHITECTURE

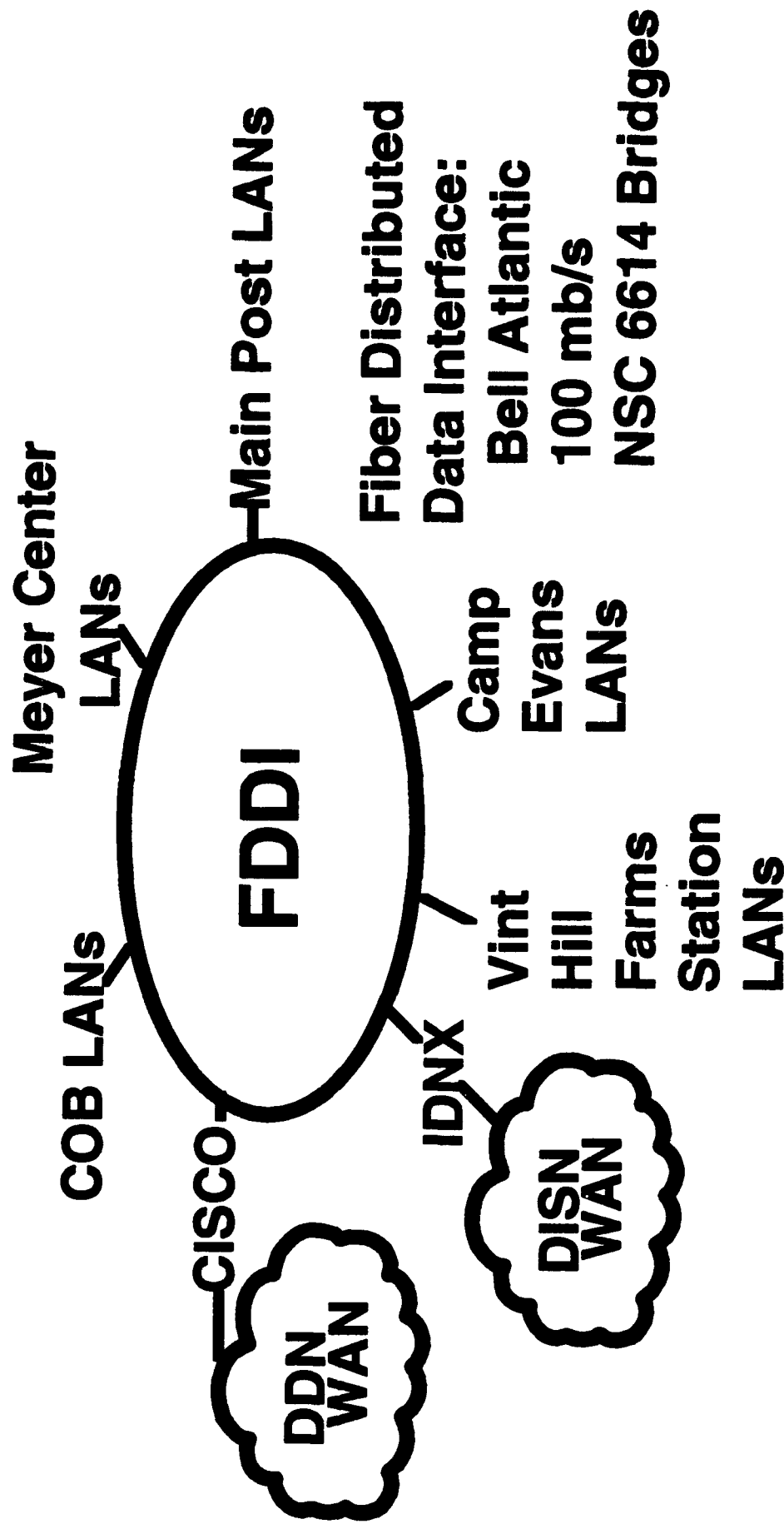
DSREDS Legacy Data Engineering Drawings



# WORKPLACE AUTOMATION ARCHITECTURE

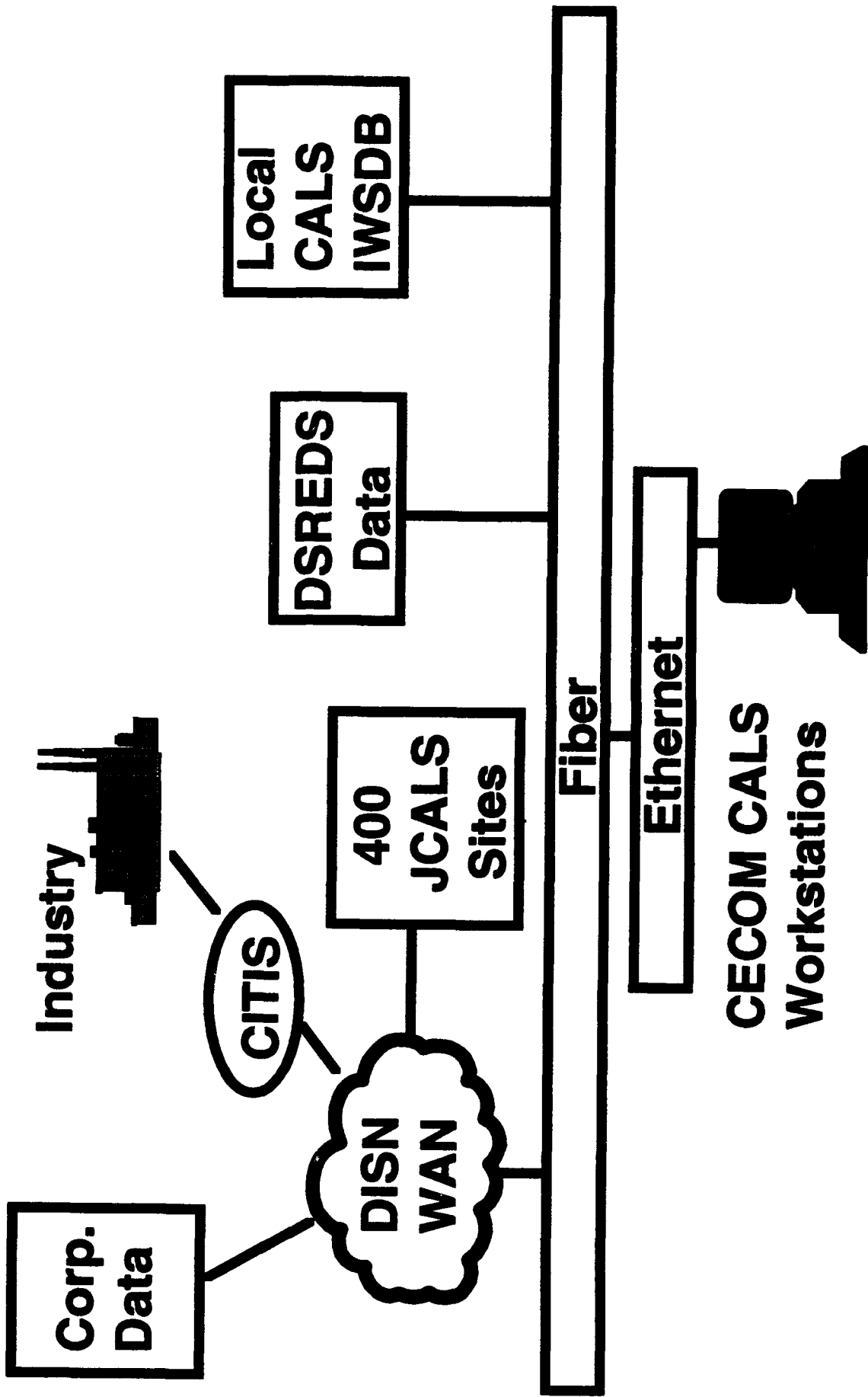


# FORT MONMOUTH METROPOLITAN AREA NETWORK





# CECOM CALS INFRASTRUCTURE



# **CECOM INFRASTRUCTURE**

## **SOFTWARE STANDARDS**

- **TCP/IP SNA (WAN Protocols)**
- **Banyan Vines (LAN OS)**
- **MVS (Mainframe OS)**
- **Unix (Mini OS)**
- **DOS (PC OS)**
- **Windows (GUI)**
- **MS Office (Office Automation)**
- **Oracle (Relational Database)**
- **cc:Mail (LAN Electronic Mail)**

**POC: Mr. Raymond R. Russomano**  
**(908) 544-2566**

# NOTES

# Technical Manuals



**Frederick L. Loeser**  
**Chief, Technical Publications**  
**Logistics and Maintenance Directorate**

**UNCLASSIFIED**

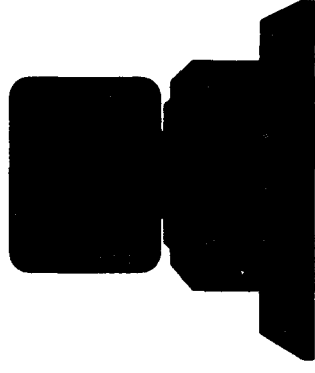
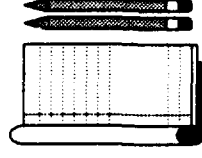
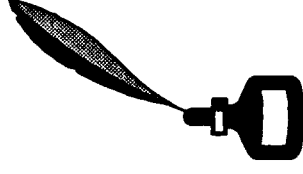
## Technical Manuals **Acronyms**

- **SGML (Standard Generalized Markup Language)**
- **DTD (Document Type Description)**
- **FOSI (Format Output Specification Instance)**
- **OCR (Optical Character Recognition)**

# Technical Manuals Today

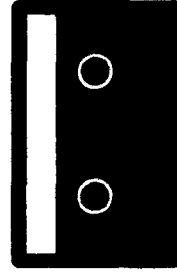
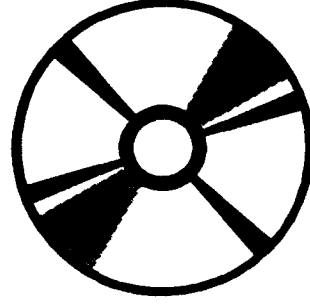
- **Digitized**

- Interleaf
- Framemaker
- Aldus Pagemaker
- Ami Pro, Word, Wordperfect, etc



- **Media**

- 9 Track Tape
- Floppy Disks
- Cartridge



# Technical Manuals **Tomorrow**

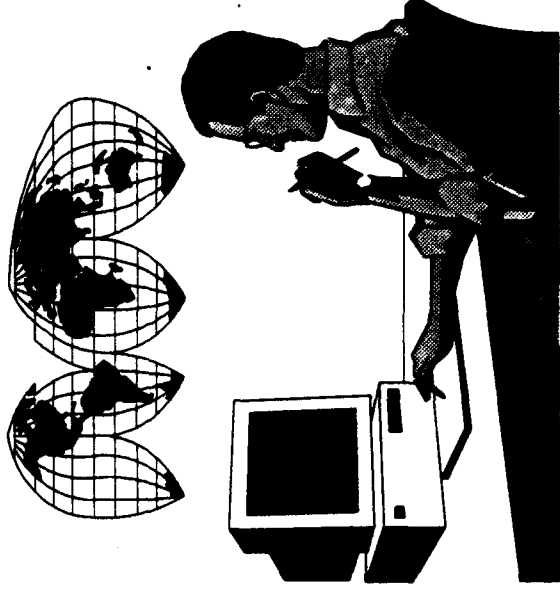
- CALS Compliant
- CALS Standards

**Text - Standard Generalized Markup  
Language  
Graphics -**

**Computer Graphic Metafile  
Initial Graphic Exchange Standard  
CCITT Group 4 Raster Images**

- Specification

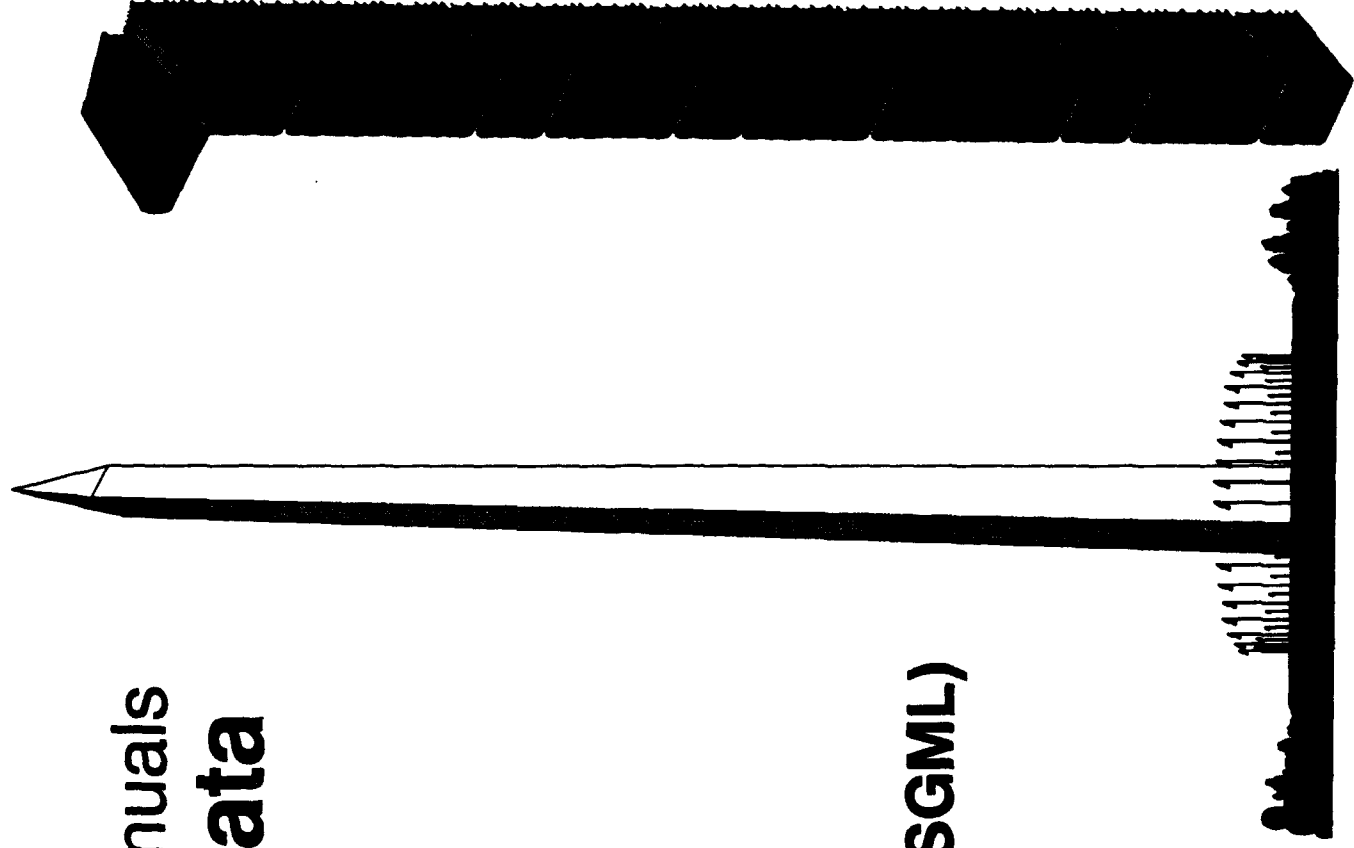
**MIL-STD-361A**



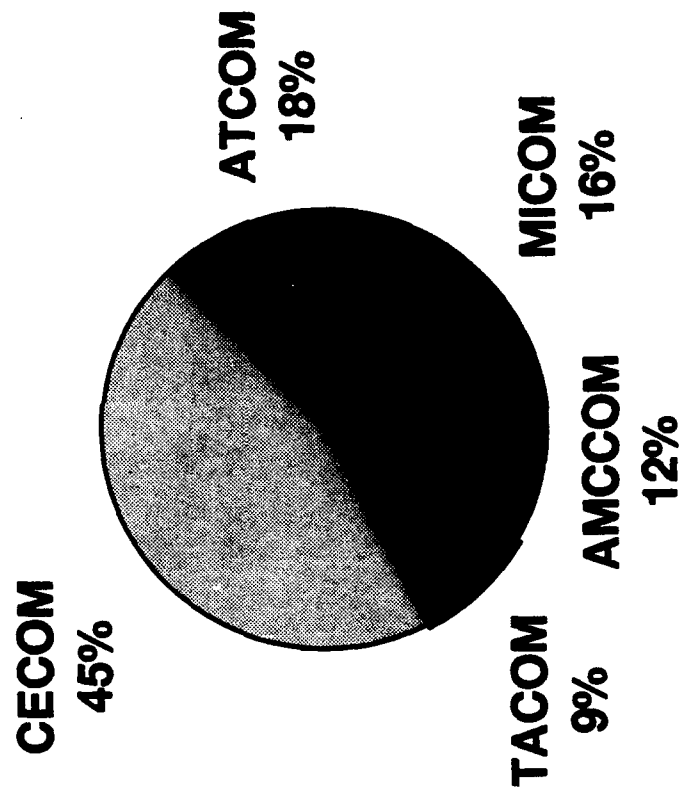


# Technical Manuals Legacy Data

- CECOM Library  
12,000 Titles  
1.4 Million Pages
- Scanning  
Raster Images  
OCR (ASCII) (Interleaf) (SGML)
- Optical Storage Device

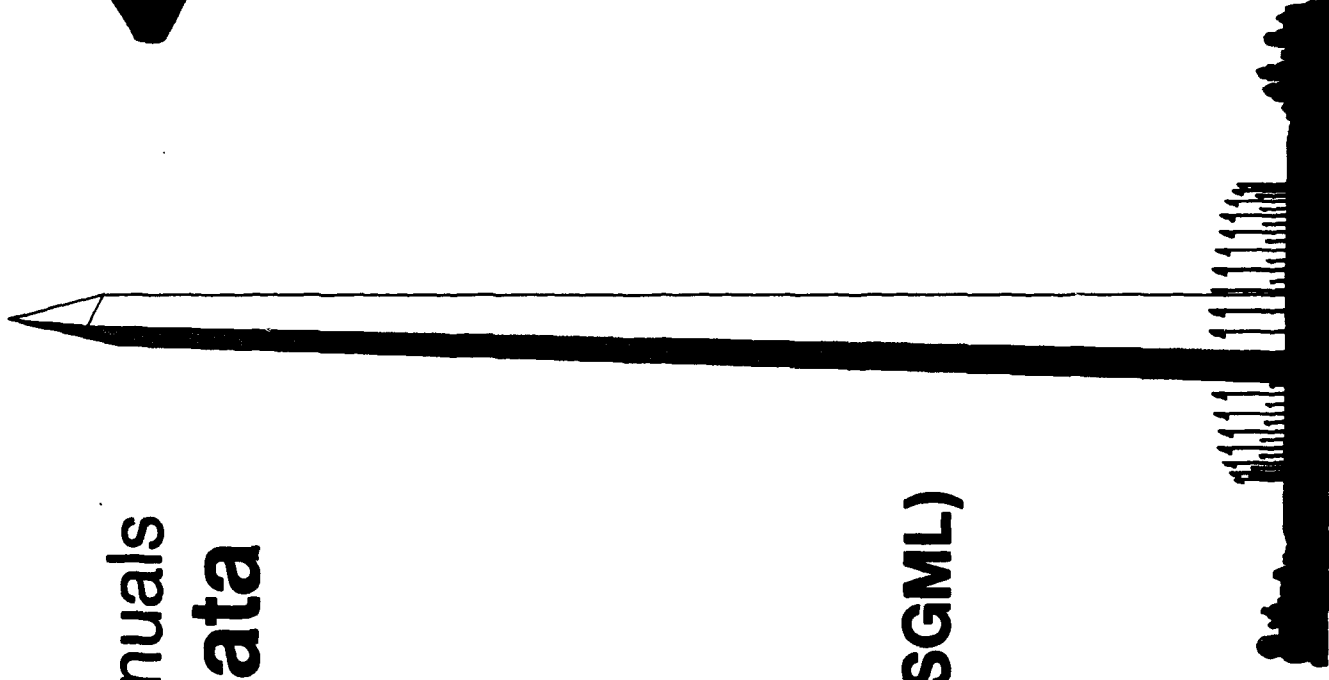


**Technical Manuals  
AMC LIBRARY**



# **Technical Manuals Legacy Data**

- **CECOM Library**  
**12,000 Titles**  
**1.4 Million Pages**
- **Scanning**  
**Raster Images**  
**OCR (ASCII) (Interleaf) (SGML)**
- **Optical Storage Device**



# Technical Manuals Specifications

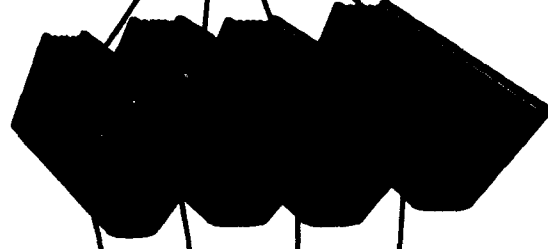
MIL-M-63004

MIL-M-63036

MIL-M-63038

MIL-M-63041

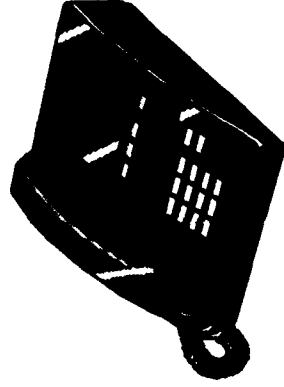
MIL-STD-361 A



**Technical Manuals  
POC**

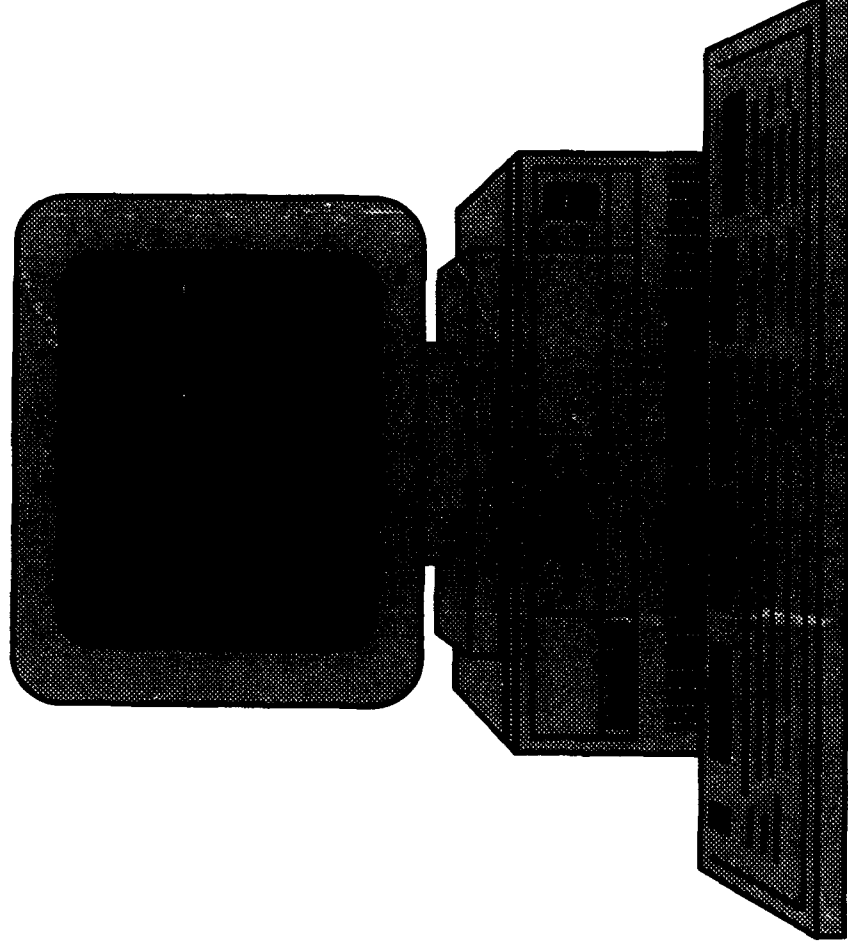
**Technical Publications**

**Frederick L. Loeser  
(908) 532-3016**



# NOTES

# Logistics Support Analysis



**George Welsch**

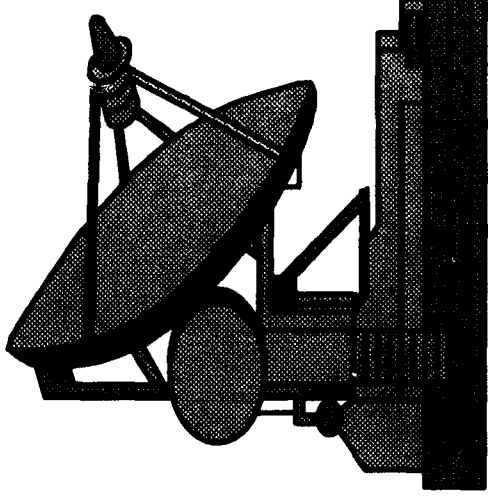
**Logistics and Engineering Support Branch**

**Logistics and Maintenance Directorate**

**UNCLASSIFIED**

# Logistics Support Analysis

- Obtain a supportable system at an optimum life cycle cost.



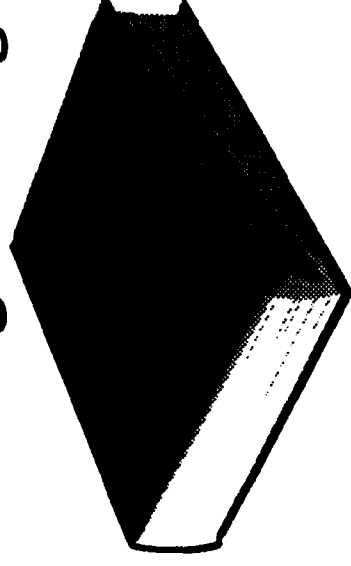
- Influence design
- Identify & quantify ILS requirements



# **Logistics Support Analysis**

**What does the LSAR Database contain?**

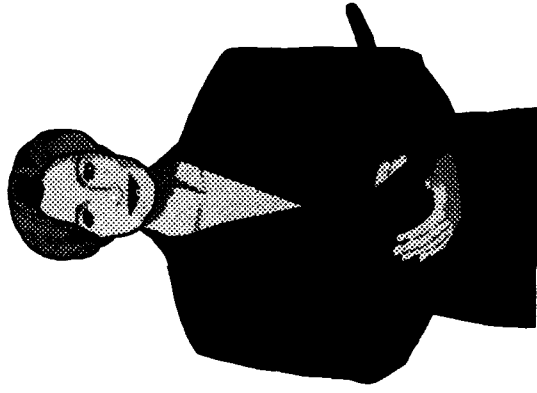
- **ILS data elements (Over 500 )**  
**Includes various engineering related data.**



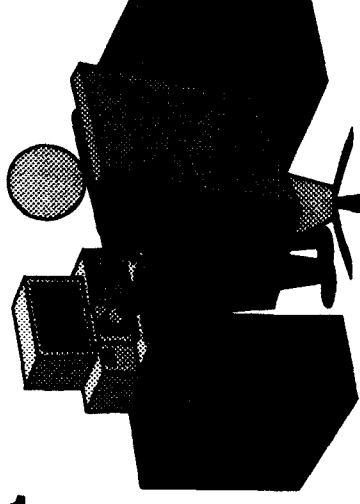
- **Integrated data systems tied to engineering, manufacturing, and product support databases.**

# **Logistics Support Analysis**

## **MILITARY STANDARDS**



**MIL-STD-1388-1A**  
**explains tasks**



**MIL-STD-1388-2B provides**  
**Integrated Logistics Support database**

# **Logistics Support Analysis**

**How do we receive and process LSAR data?**

- **Yesterday - Handwritten LSAR data input sheets.**
- **Today - LSAR digital data in ASCII .**

**Transition from MIL-STD-1388-2A to MIL-STD-1388-2B**

- **Tomorrow - MIL-STD-1388-2B, utilizing LOGSA validated software.**

# Logistics Support Analysis

Integrated Database

Buy Once - Use Often

Provisioning

Manpower

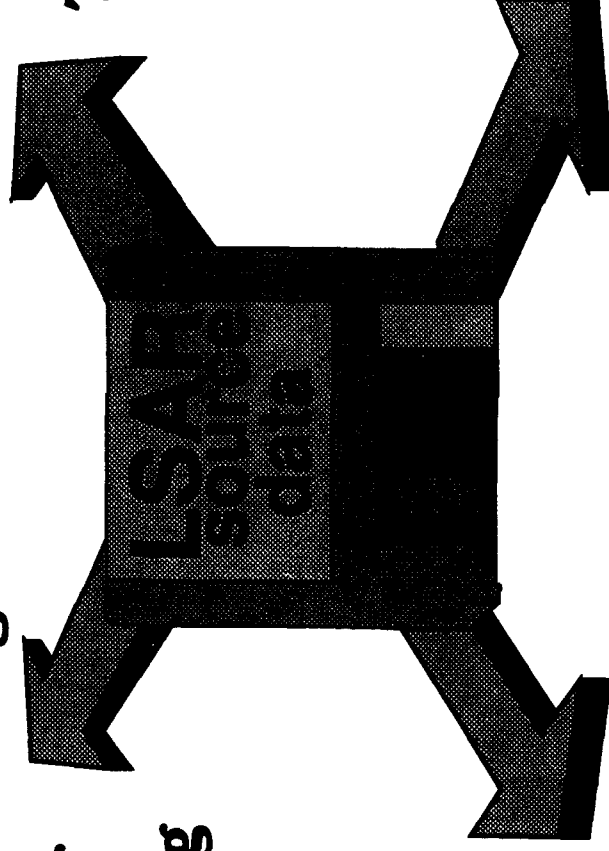
Training

Support Equipment

Transportability

Personnel

Technical  
Data



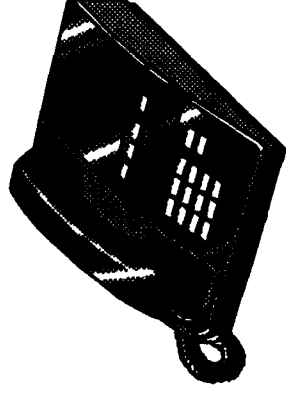
# **Logistics Support Analysis**

**Point of Contact:**

**Logistics and Engineering Support**

**George P. Welsch**

**(908) 532 - 1390**



# NOTES

# **DRAWINGS**

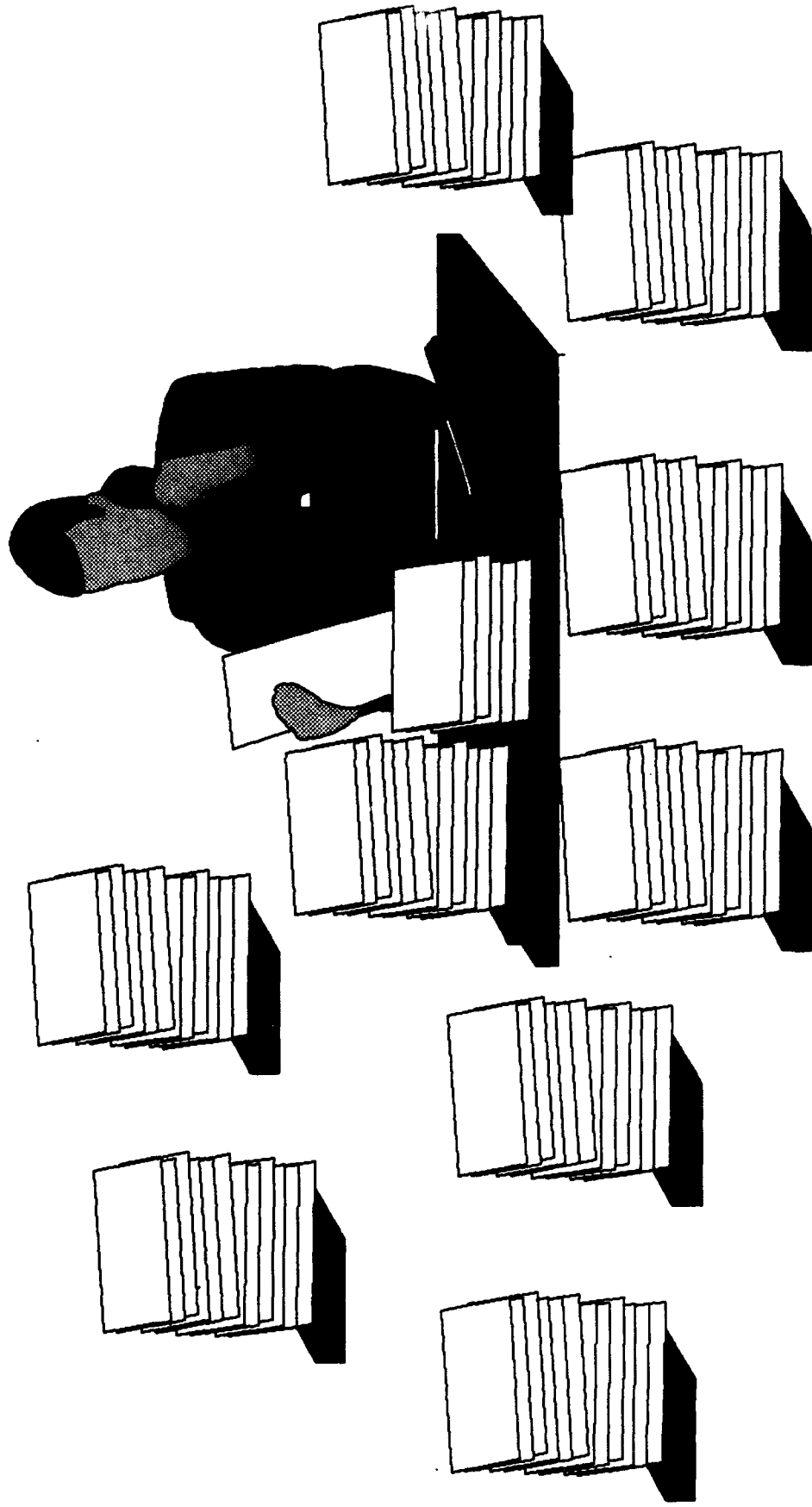
**RICHARD SCARINZI  
GENERAL ENGINEER**

**PRODUCT INTEGRITY  
AND  
PRODUCTION ENGINEERING**

**UNCLASSIFIED**

# • DRAWINGS •

YESTERDAY:





# • DRAWINGS • TODAY

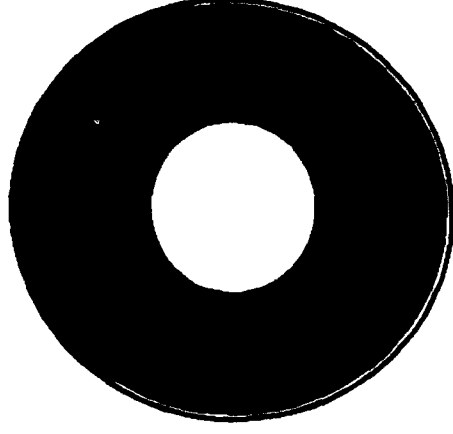
## DIGITAL DRAWING:

- REQUIREMENTS
- STORAGE
- USE

# **DRAWINGS**

## **DRAWING REQUIREMENTS**

- **Magnetic Media**
- **CALS Raster**
- **CALS Vector**



- # **DRAWINGS**

## **DRAWING REQUIREMENTS**

### **CHANGES:**

- **Eliminates Process Steps in Contractor Preparation and Submission**
- **Existing "Manual" Requirements May Be Converted To Digital**

# **DRAWINGS**

## **DSREDS**

**(Digital Storage and Retrieval  
Engineering Data System)**

- **Optical Disk Technology**

- **Intergraph Front End (CALS)**



- # **DRAWINGS**

## **REPOSITORY STATUS**

- **80% Legacy Data Loaded (800,000 Images - Fully Loaded Jan 94)**
- **TD/CMS(E) for Configuration Control**
- **Digital Updates**

# **DRAWINGS**

## **DIGITAL DRAWING USE**

- **CALS Raster Images**
- **Aperture Cards From Digital Data (Short Term)**
- **Digital Media (Mid Term)**



# **DRAWINGS**

## **TOMORROW**

**JEDMICS (Joint Engineering Data  
Management Information and  
Control System)**

- **Newer Optical Disk Technology**
- **Raster with Vector Potential**
- **Digital Bid Sets**

# POINT OF CONTACT

**Mr. Richard Scarinzi**  
**AMSEL-LC-ED-TM**  
**(908) 532-5893**



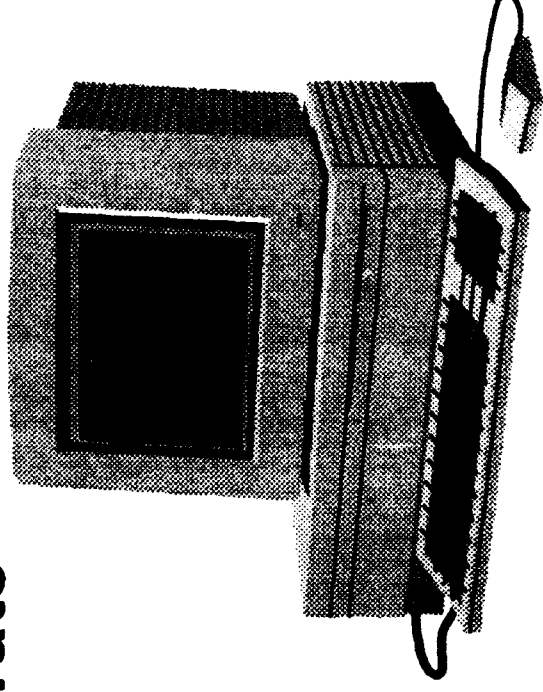
# NOTES

# **Digital Master Patterns**

**JOHN P. MYER**

**Electronics Engineer**

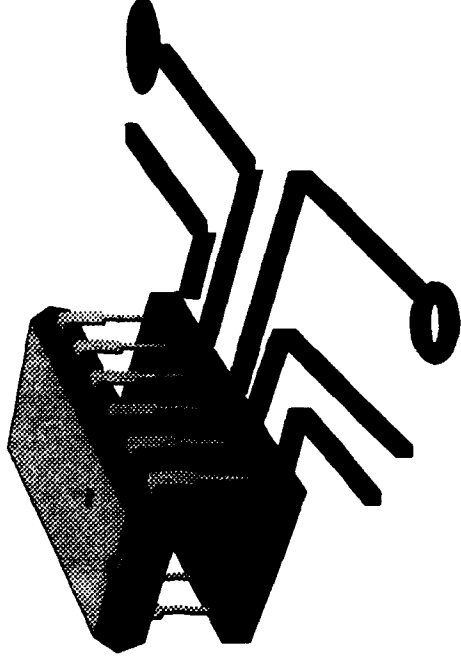
**Product Integrity and Production Engineering  
Directorate**



**UNCLASSIFIED**

# What are Master Patterns ?

- MPs are Tools - Not Drawings
- All the Electrical Connections for each board layer (traces, pads, planes)
- Photographic transfer process



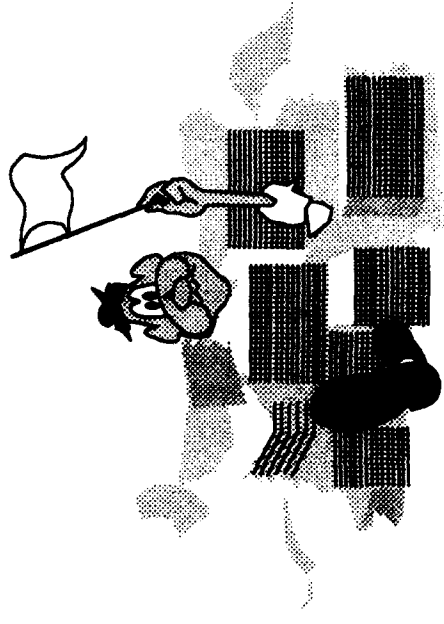
# Old System:



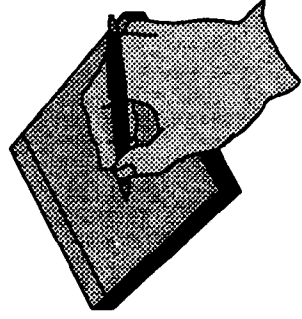
- Relied on hard copy  
Mylar Master Patterns

- Special handling

- Copying and storage

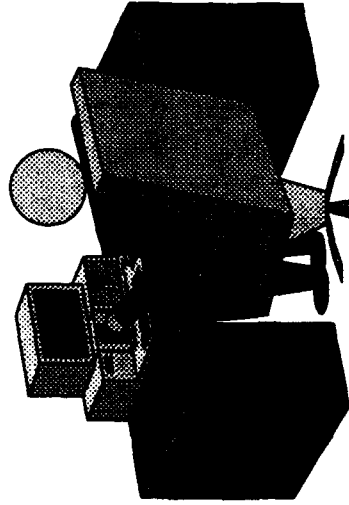


- Hand editing



# **CECOM Adopts Industry Standard**

- **GERBER Format**  
**"Defacto" PCB**  
**Manufacturer standard**



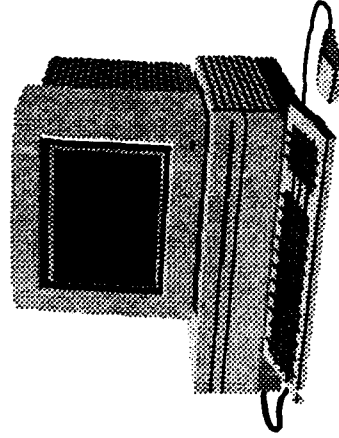
- **Processed on a Computer**  
**using software such as:**

**PC-GERBER, Gerb-Tool, ECAM, etc.**

# **Digital Master Pattern Files**

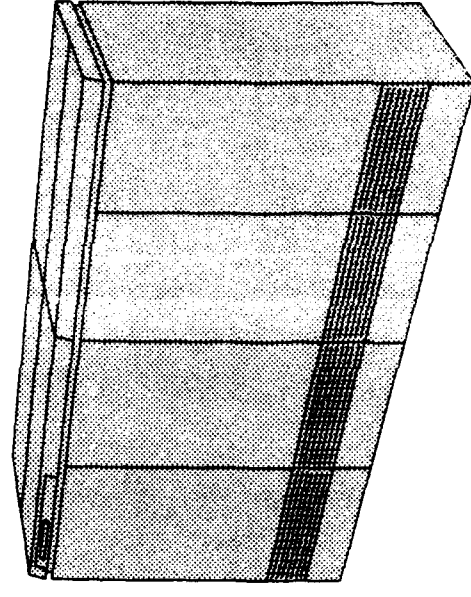
## **Government**

- **File transfer by disk, modem or LAN**



- **Files can be viewed and edited on desktop PC**

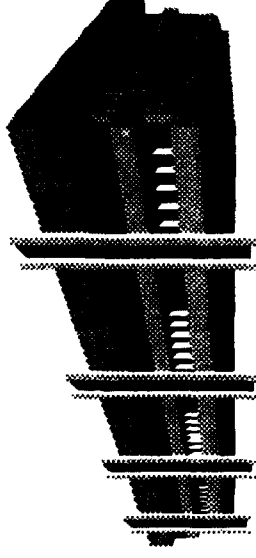
- **File format compatible with CALS and JEDMICS storage - retrieval system**



# **Digital Master Pattern Files**

## **Contractor**

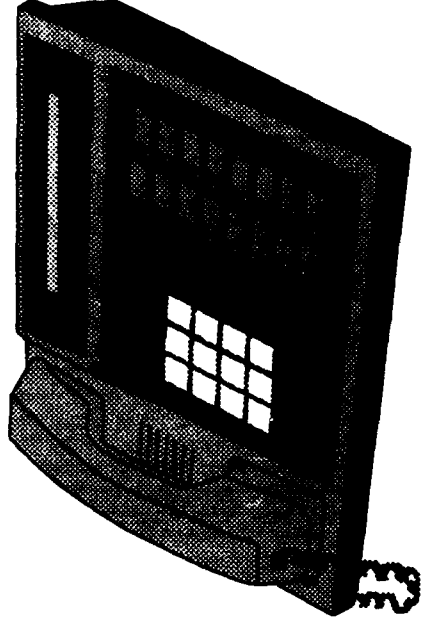
- **Access to files through government supplied disk or through acquisition EBB**
- **Files sent to board manufacturer**
- **All required information in MP files**



# **Point of Contact**

## **Digital Master Patterns**

**John P. Myer**  
**(908) 532-5391**





# NOTES

● ●

**FLEXIBLE COMPUTER INTEGRATED  
MANUFACTURING  
(FCIM)**

**GARY H. SALOMON  
SUPERVISORY ELECTRONICS ENGINEER  
PRODUCT INTEGRITY  
AND  
PRODUCTION ENGINEERING  
DIRECTORATE**

**UNCLASSIFIED**

# FCIM

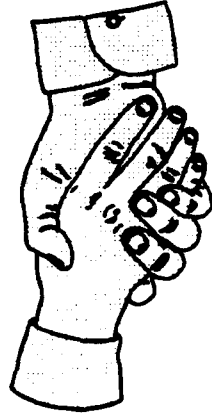
**THE INTEGRATION OF EQUIPMENT,  
SOFTWARE, COMMUNICATIONS, HUMAN  
RESOURCES AND BUSINESS PRACTICES  
WITHIN AN ENTERPRISE TO RAPIDLY  
MANUFACTURE, REPAIR AND DELIVER  
ITEMS ON DEMAND WITH CONTINUOUS  
IMPROVEMENTS IN THE PROCESSES  
THROUGHOUT THE PRODUCT  
LIFE-CYCLE**



# BACKGROUND

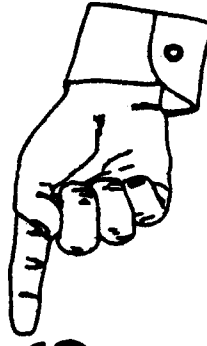
## CECOM ROLE IN FCIM PROGRAM

---



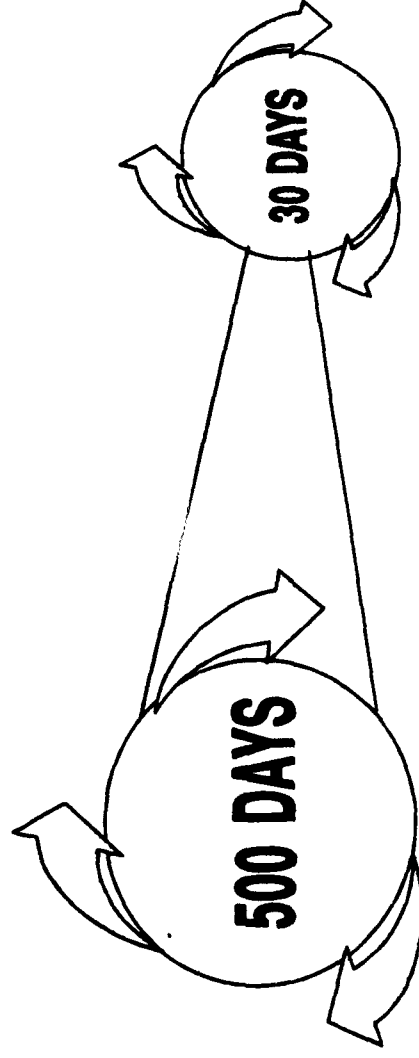
**MOA**  
CECOM  
&  
ARMY FCIM  
PMO  
10 AUG 92

CECOM designated as  
**ARMY ELECTRONICS  
MODULE MANAGER**

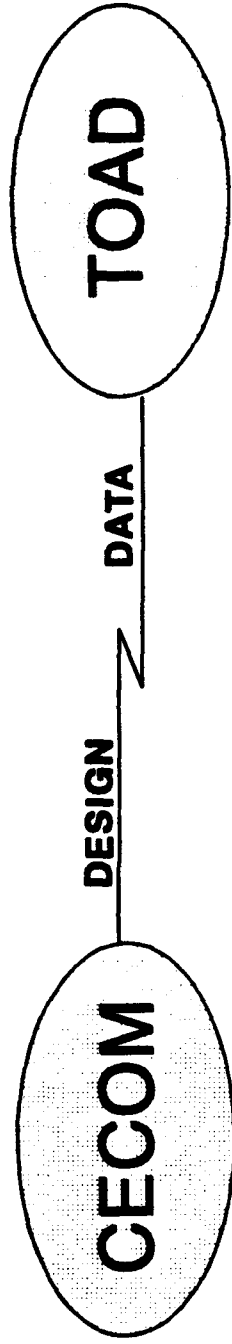


### **GOAL:**

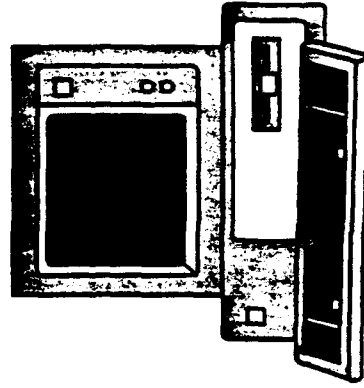
**Reduced  
Acquisition  
Cycle Time**



# FCIM AS CALS TESTBED

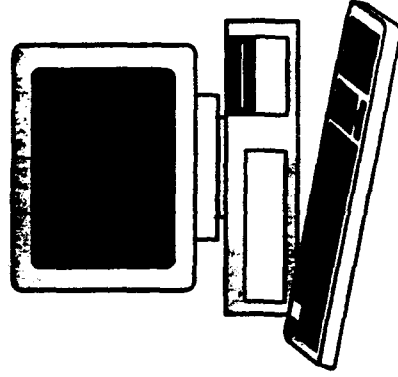


**DSREDS**



+

**FCIM**



=

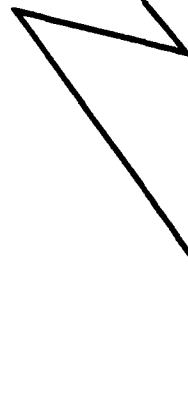
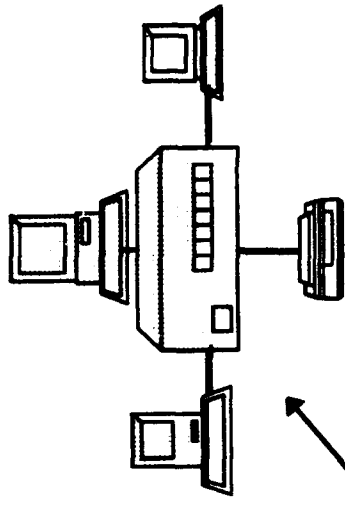
**ENHANCED  
PRODUCT  
DEFINITION**

# FCIM-CALS TESTBED ENVIRONMENT

---

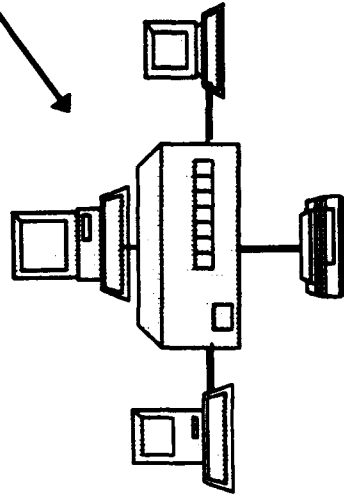
**Computervision Electronic  
Design Automation Tools**

**SUN SPARCStation  
Local Area Network**

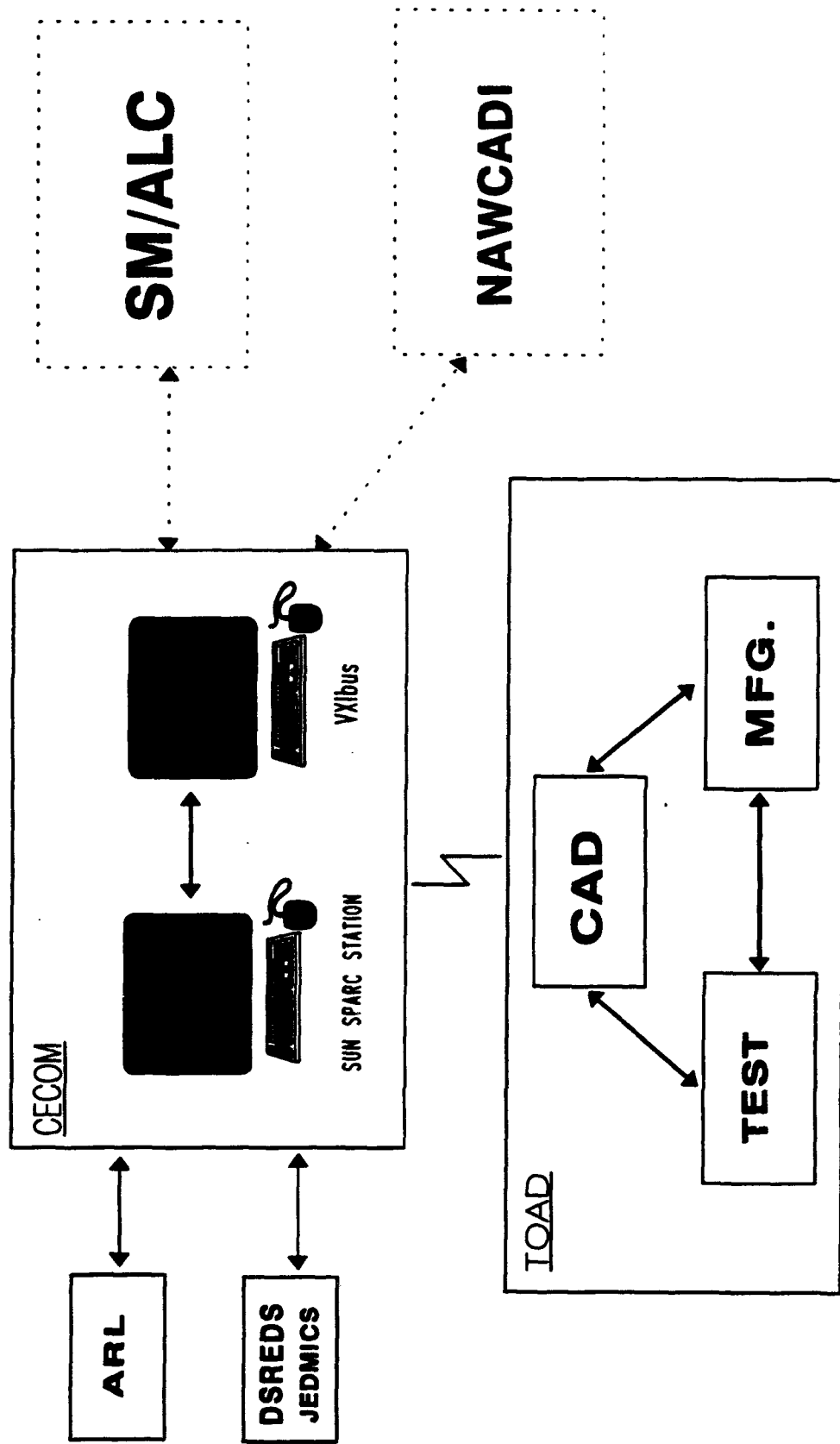


**VXIbus Functional  
Test System**

**Connectivity  
to DSREDS**

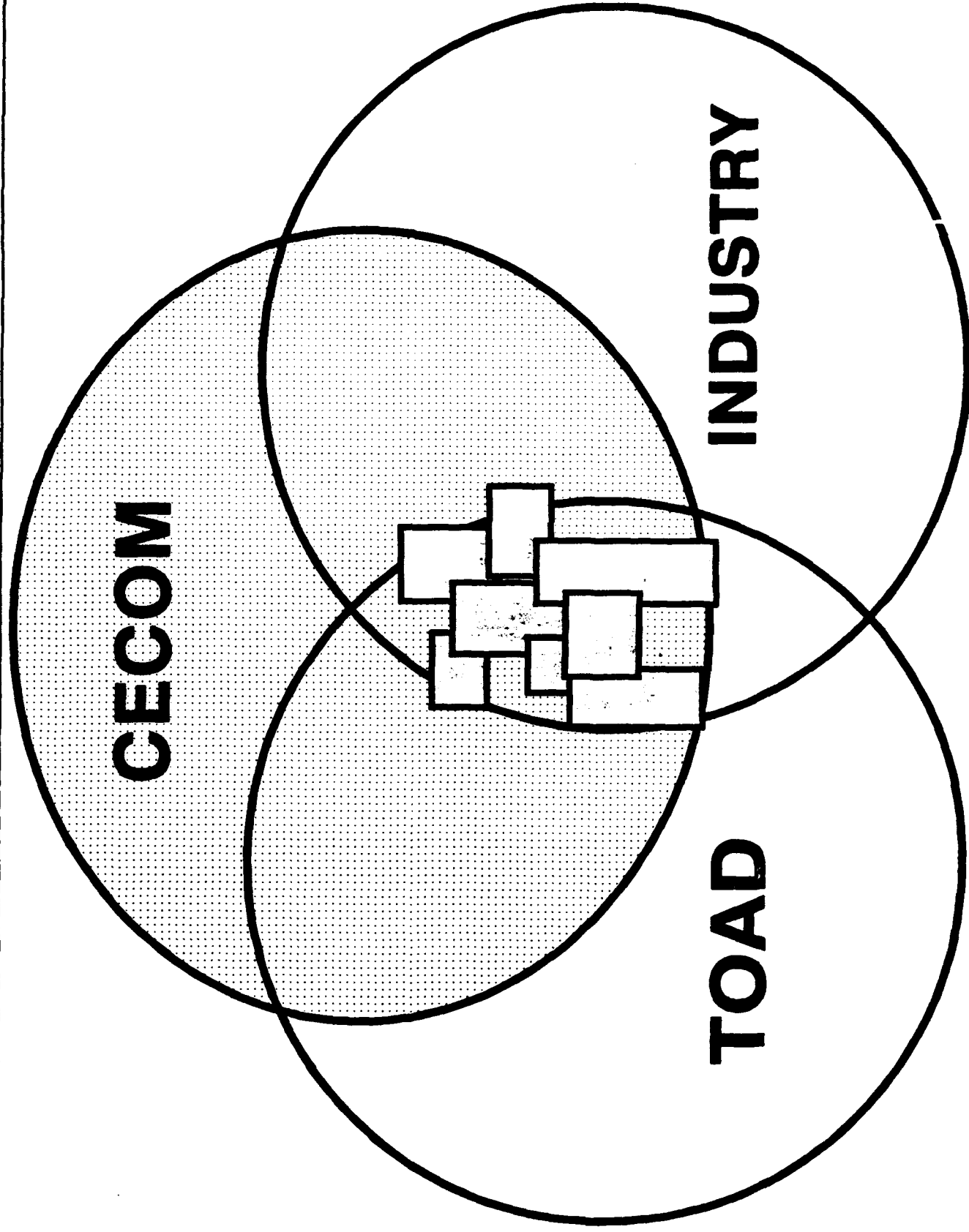


# FCIM-CALS TESTBED ARCHITECTURE



# ● ● INTEGRATION WITH INDUSTRIAL PARTNERS

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# POINTS OF CONTACT

---



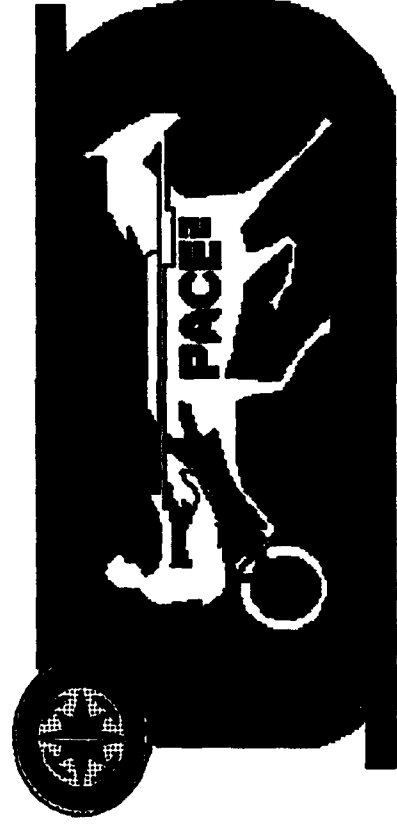
**GARY SALOMON**  
**(908) 532-2358**

**OR**

**JUDY PAGE**  
**(908) 532-2356**

# NOTES

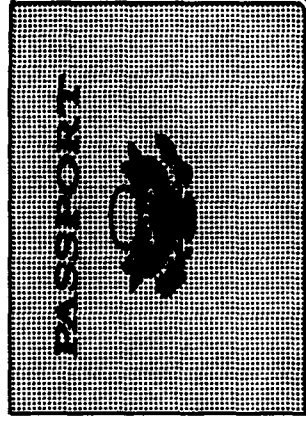
# **ELECTRONIC BULLETIN BOARD SYSTEM**



**ROGER S. BERGER  
CH, CONCEPTS TEAM  
C3I ACQUISITION CENTER**

**UNCLASSIFIED**

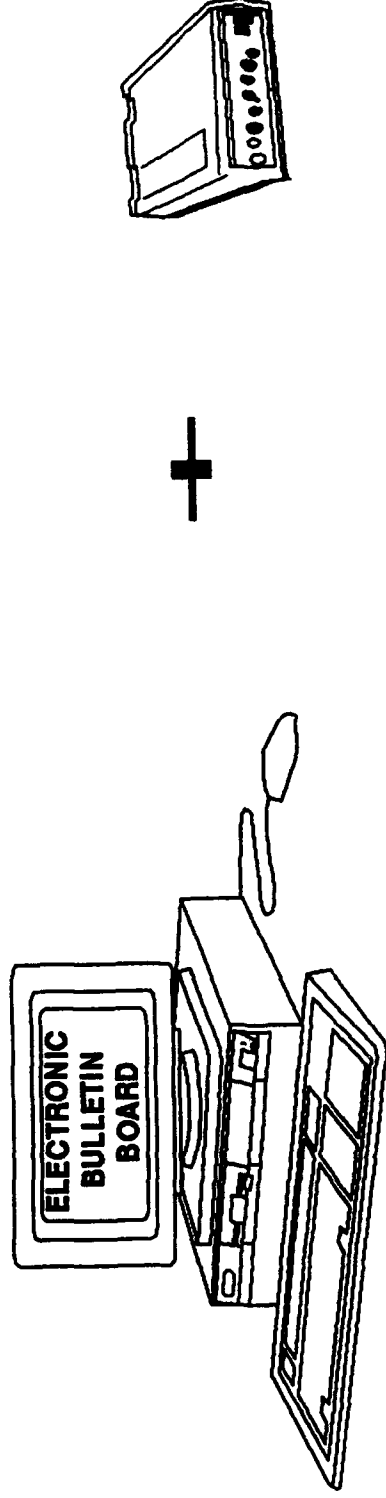
## **COMMAND EBB MENU CONCEPT**



- **ENTER YOUR COMMAND EBB USER ID: [\*]**
- **ENTER YOUR COMMAND EBB PASSWORD: [\*]**

**\* Contractors need to write or fax  
EBB Points of Contact for ID# and  
PASSWORD**

# EBB PROCESS



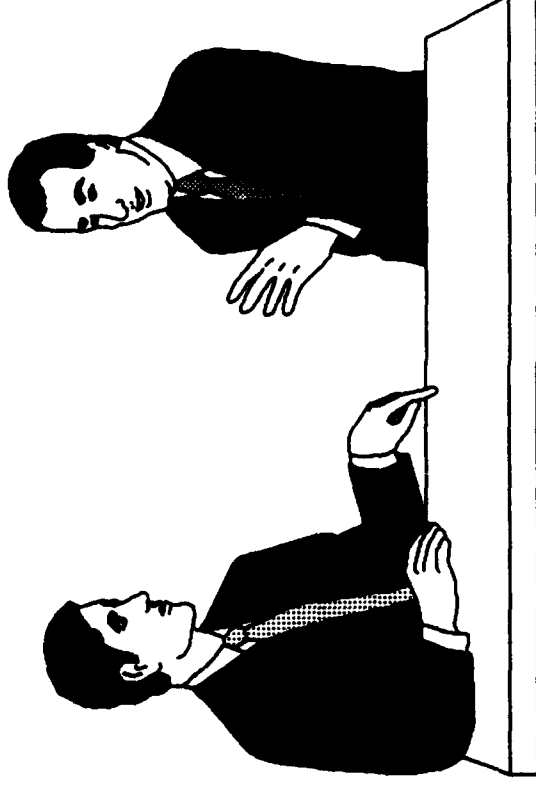
- Solicitations will have the synopsis description and the file will be compressed for downloading onto a PC.

- NAME: 44-621  
 DOB: 11/19/55  
 UIC: 15  
 DATE OF BIRTH: 11/19/55  
 NAME: 44-621  
 DOB: 11/19/55  
 UIC: 15  
 DATE OF BIRTH: 11/19/55  
 NAME: 44-621  
 DOB: 11/19/55  
 UIC: 15  
 DATE OF BIRTH: 11/19/55

**\* Short text title only**

# COMMAND EBB SOLICITATION MENU

- [1] COMMANDS: CECOM/VHFS/FT MONMOUTH SOLICITATIONS
- [2] PEO CCS SOLICITATION
- [3] PEO COMM SOLICITATION
- [4] PEO IEW SOLICITATION
- [5] OTHERS
- [6] ALL OF THE ABOVE



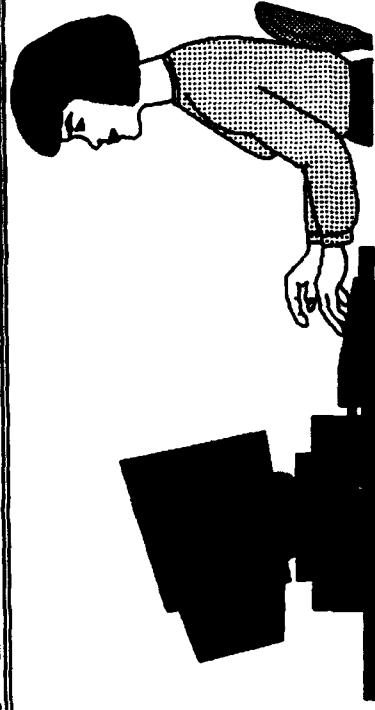
- [P]rev Menu [M]ain Menu [H]elp [S]ettings [D]isconnect

## **EBB SOLICITATION #1**

---

- **[1] Download Files to your PC**
- **[2] Write E-Mail Message**
- **[3] Read E-Mail Message(s)**

**[P]previous menu M[ain] H[elp] S[ettings] D[isconnect]**





# COMMAND EBB

## CURRENT STATUS



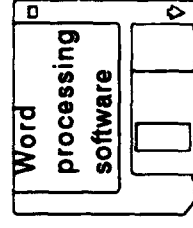
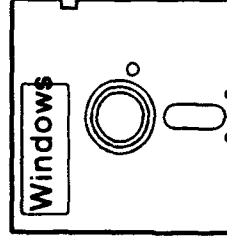
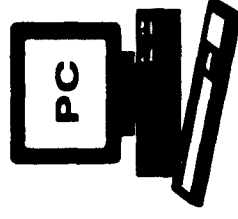
- **Menus are being developed  
(98% Complete)**
- **MS Word for Windows -  
standard for EBB documents**

# ● EBB MINIMUM HARDWARE/ SOFTWARE REQUIREMENTS

---

## REQUIRE:

- 1) Computer
- 2) Modem
- 3) Communications Software
- 4) Processor that can read  
Microsoft Word For Windows, V 2



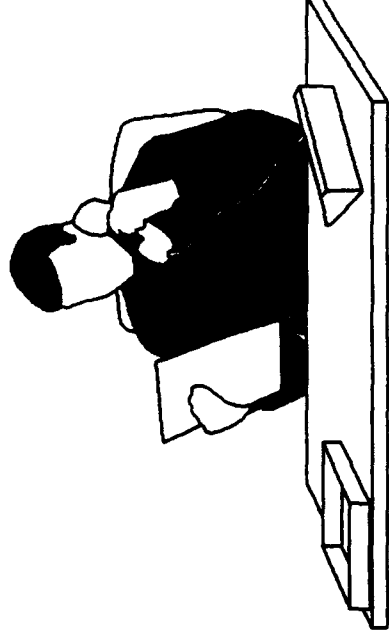
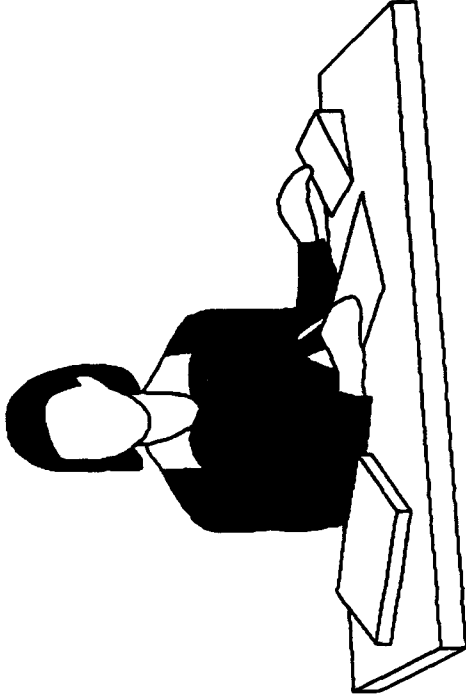
## RECOMMEND:

- 1) 386 or 486 PC or MAC  
w/68030 or higher
- 2) MS Word for Windows
- 3) 1200 - 14,400 Baud Modem  
(faster modem=less time on  
board=less \$ on phone bill)

# **ELECTRONIC BULLETIN BOARD POINTS OF CONTACT**

**FAX NO: (908) 532-6020**

**PHONE: (908) 532-5389**



**ANITA WILLIAMS**

**TOM NEWMAN**

**HQ, CECOM**

**C3I ACQUISITION CENTER**

**COB, RM 5D-06 ATTN: EBB**

**FT MONMOUTH, NJ 07703-5008**

# NOTES

•

**AN/VRC-12**

**SPARES BUY**

**LESSONS LEARNED**

•

**JAMES J. BARBARELLO**

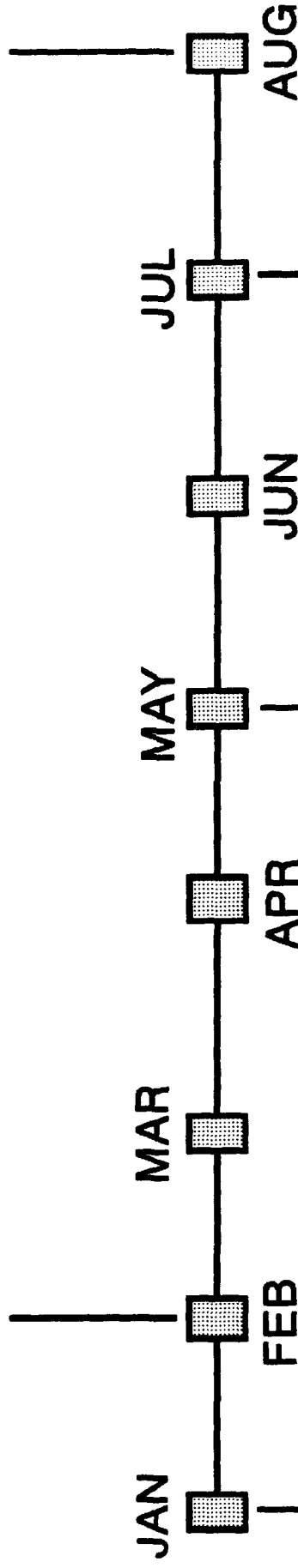
**CALS EXECUTIVE**

**UNCLASSIFIED**

# HISTORY - 1993

EBBS  
ON-LINE

CONTRACT  
AWARDED



PRE-SOLICITATION  
CONFERENCE  
(40+ COMPANIES)

SOLICITATION  
RELEASED  
ON EBBS

BID  
OPENING

# LESSONS LEARNED - SMALL BUSINESS

---

- BOTH CECOM SMALL BUSINESS AND SBA SUPPORT
  - Business Method of the Future
  - Basic Communication Requirements do not Hamper Full Competition
- DLA & AIR FORCE PROCURING ELECTRONICALLY
  - Low \$ Buys
  - Value Added Networks (VANS)
  - Small User's Fee
- NO PROTESTS REPORTED

# ● ● LESSONS LEARNED - BULLETIN BOARD

---

- FIRST TIME USER CONNECTION PROBLEMS
  - Sysop Solved Quickly
- DOWNLOADING INFORMATION IS SIMPLE
  - Limited to Text Information
  - ASCII Format OK, but Loses Format Richness
- ALL SUBMISSIONS RECEIVED INTACT
  - No Problems with "Late" or Incomplete Bids



## ● ● LESSONS LEARNED - BIDDING/BID OPENING

---

- ANY PROBLEMS DUE TO LEARNING CURVE
  - Discussions with Gov't Sysop Solved Problems
- ONE FORMAT PROBLEM ON BID OPENING
  - Lost Carriage Returns Caused Section B to "Wrap"
  - Bid was Still Readable - Bid Opening Successful
- RICHER FORMAT REQUIRED

# • • LESSONS LEARNED - DRAWINGS

---

- CALS FORMAT OK
  - 9-Track Tape Could be Read & Images Transferred to PC Files
  - Image Viewing Software From Multiple Sources, Low Cost (<\$500), View and Print
- 9-TRACK TAPE CUMBERSOME
  - Tape Drives Expensive (>\$5K)
  - Start-up Problems Caused by Gov't Software - Solved

# ● ● ● LESSONS LEARNED - MASTER PATTERNS

---

- GERBER FORMAT WORKS WELL
  - Directly Transmittable to PC Board Vendor
- LEGACY DATA CONVERSION WORKED WELL
  - Even for Older Hand-Drawn Master Patterns

# THE FUTURE

---

- ONE NUMBER EBBS
  - Migrating to VAN (Mid-Term)
- DRAWINGS ON CD-ROM (MID-TERM)
  - Migrating to Electronic Transmission (Long-Term)
- ALL MPs ELECTRONIC (4Q94)
- ELECTRONIC BID OPENINGS
  - Migrating to Full Electronic Award

.....

- .....

• •

# POINT OF CONTACT

JAMES J. BARBARELLO  
(908) 532-8037

# NOTES

# BEST VALUE ACRONYM LIST

|          |                                                 |
|----------|-------------------------------------------------|
| ABSCA    | Armed Services Board of Contract Appeals        |
| ADM      | Acquisition Decision Memorandum                 |
| AI       | Acquisition Instruction                         |
| BAFO     | Best And Final Offer                            |
| BV       | Best Value                                      |
| CAAS     | Contracted Advisory and Assistance Services     |
| CCDR     | Contractor Cost Data Reporting                  |
| CDRL     | Contract Data Requirements List                 |
| CE       | Concurrent Engineering                          |
| CI       | Configuration Item                              |
| CIR      | Contractor Information Report                   |
| CIS      | Contractor Information System                   |
| CLIN     | Contract Line Item Number                       |
| CPFF     | Cost Plus Fixed Fee                             |
| CPR      | Cost Performance Report                         |
| CSCC     | Consulting Services Contract Coordinator        |
| CSCI     | Computer Software Configuration Item            |
| C/SCSC   | Cost/Schedule Control Systems Criteria          |
| C/SSR    | Cost/Schedule Status Report                     |
| DAB      | Defense Acquisition Board                       |
| DAE      | Defense Acquisition Executive                   |
| EV       | Earned Value                                    |
| FFP      | Firm Fixed Price                                |
| GAO      | General Accounting Office                       |
| GPLR     | Government Purpose License Rights               |
| HWCI     | Hardware Configuration Item                     |
| HCA      | Head of the Contracting Activity                |
| HFE      | Human Factors Engineering                       |
| ICE      | Independent Cost Estimate                       |
| IFN      | Item For Negotiation                            |
| ILS      | Integrated Logistics Support                    |
| J&A      | Justification and Approval                      |
| KO       | Contracting Officer                             |
| LOA      | Letter Of Agreement                             |
| MANPRINT | Manpower and Personnel Integration              |
| NET      | New Equipment Training                          |
| OCI      | Organizational Conflict of Interest             |
| PAD      | Pre-Award Demonstration                         |
| PAI      | Procedural Acquisition Instruction              |
| PARC     | Principle Assistant Responsible for Contracting |
| PCO      | Procuring Contracting Officer                   |
| PEB      | Practical Evaluation Board                      |
| PEO      | Program Executive Officer                       |
| PM       | Program Manager                                 |
| PPBS     | Planning, Programming and Budgeting System      |
| RA       | Risk Abatement                                  |
| RAM      | Reliability, Availability and Maintainability   |
| ROC      | Required Operational Capability                 |
| PRAG     | Performance Risk Assessment Group               |



BEST VALUE ACRONYM LIST (Cont.)

|       |                                                            |
|-------|------------------------------------------------------------|
| RFP   | Request For Proposal                                       |
| SAE   | Service Acquisition Executive                              |
| SAIMS | Selected Acquisition Information and<br>Management Systems |
| SDRB  | Specifications and Data Review Board                       |
| SOW   | Statement Of Work                                          |
| SSA   | Source Selection Authority                                 |
| SSAC  | Source Selection Authority Council                         |
| SSEB  | Source Selection Evaluation Board                          |
| SSO   | Source Selection Official                                  |
| SSP   | Source Selection Plan                                      |
| TAQ   | Total Army Quality                                         |
| TQM   | Total Quality Managment                                    |
| USCC  | United States Claims Court                                 |
| WBS   | Work Breakdown Structure                                   |

### CALS SYMPOSIUM ACRONYM LIST

|         |                                                                   |
|---------|-------------------------------------------------------------------|
| APBI    | Advance Planning Briefing For Industry                            |
| APIC    | Acquisition Process Improvement Campaign                          |
| ARL     | Army Research Laboratory                                          |
| ASCII   | American Standard Code For Information Interchange                |
| BPI     | Bits Per Inch                                                     |
| CAD     | Computer-aided Design                                             |
| CALS    | Continuous Acquisition & Life Cycle Support                       |
| CCITT   | Consultive Committee on International Telephony<br>and Telegraphy |
| CCSO    | CECOM CALS Support Office                                         |
| CD-ROM  | Compact Disk-Read Only Memory                                     |
| CEO     | Corporate Executive Officer                                       |
| CG      | Commanding General                                                |
| CGM     | Computer Graphic Metafile                                         |
| CICS    | Customer Information Control System                               |
| CITIS   | Contractor Integrated Technical Information<br>Service            |
| DCI     | Directorate for Corporate Information                             |
| DDN     | Defense Data Network                                              |
| DISN    | Defense Information Systems Network                               |
| DLA     | Defense Logistics Information System                              |
| DSREDS  | Digital Storage and Retrieval Engineering Data<br>System          |
| DTD     | Document Type Description                                         |
| EBBS    | Electronic Bulletin Board System                                  |
| EC      | Electronic Commerce                                               |
| ECP     | Engineering Change Proposal                                       |
| EDI     | Electronic Data Interchange                                       |
| FCIM    | Flexible Computer Integrated Manufacturing                        |
| FDDI    | Fiber-Optic Distributed Data Interface                            |
| FOSI    | Format Output Specification Instance                              |
| GDT     | Graphic Data Terminal                                             |
| GUI     | Graphical User Interface                                          |
| HD      | Hard Drive                                                        |
| IC      | Integrated Circuit                                                |
| IDNX    | Integrated Digital Network Exchange                               |
| IETM    | Interactive Electronic Technical Manual                           |
| IGES    | Initial Graphics Exchange Standard                                |
| ISA     | Industry Standard Architecture                                    |
| IWSDB   | Integrated Weapon System Data Base                                |
| JCALs   | Joint Continuous Acquisition & Life Cycle Support                 |
| JEDMICS | Joint Engineering Data Management Information &<br>Control System |
| JLSC    | Joint Logistics Systems Center                                    |

### CALS SYMPOSIUM ACRONYM LIST

|            |                                                              |
|------------|--------------------------------------------------------------|
| LAN        | Local Area Network                                           |
| LSA        | Logistics Support Analysis                                   |
| LSAR       | Logistics Support Analysis Record                            |
| MANs       | Metropolitan Area Network                                    |
| MB/S       | Megabits Per Second                                          |
| MHz        | Megahertz                                                    |
| MIPA       | Multi-Functional Information Processing Activity             |
| MOA        | Memorandum of Agreement                                      |
| MPs        | Master Patterns                                              |
| MS         | Microsoft                                                    |
| MVS/XA     | Multiple Virtual Storage/Extended Architecture               |
| NAWCADI    | Naval Air Warfare Center Aircraft Division -<br>Indianapolis |
| NSC        | Network Systems Corporation                                  |
| NSN        | National Stock Number                                        |
| OCR        | Optical Character Recognition                                |
| OS         | Operating System                                             |
| PC         | Personal Computer                                            |
| PCB        | Printed Circuit Board                                        |
| PDPs       | Procurement Data Package                                     |
| PEO        | Program Executive Officer                                    |
| PMR        | Provisioning Master Record                                   |
| QA         | Quality Assurance                                            |
| RAM        | Random Access Memory                                         |
| R&D        | Research & Development                                       |
| SBA        | Small Business Administration                                |
| SCSI       | Small Computer System Interface                              |
| SGML       | Standard Generalized Mark-Up Language                        |
| SNA        | System Network Architecture                                  |
| SYSOP      | Systems Operator                                             |
| TCP/IP     | Transport Control Protocol/Internet Protocol                 |
| TD/CMS     | Technical Data/Configuration Management System               |
| TD/CMS (E) | Technical Data/Configuration Management System -<br>Enhanced |
| TMs        | Technical Manuals                                            |
| TOAD       | Tobyhanna Army Depot                                         |
| T1         | Data Traffic Carrier Access                                  |
| VGA        | Video Graphics Adapter                                       |
| VHSIC      | Very High Speed Integrated Circuit                           |
| VHDL       | VHSIC Hardware Description Language                          |
| WAN        | Wide Area Network                                            |